

PRINTERS' INK

Registered U. S. Patent Office

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NEW YORK, FEBRUARY 10, 1927

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Data-Built School Advertising Plans

THE simple graph above shows the results of a certain school-advertising expenditure.

The top line represents the number of students actually enrolled as a result of an Ayer & Son data-built advertising program. The bottom line represents the number of students resulting from the expenditure of the same amount of money by the same school, in the same year, in publications selected by the school.

Individual school advertising appropriations are never large and great care must be used that the expenditure is wisely distributed. The proper selection of media is only one of the services rendered by the House which is the pioneer and leader in this type of publicity.

The experience we gain through the handling each year of more school advertising than is handled through all other agencies combined enables us to "make advertising pay the advertiser" whether he be the head of a small newly organized school or the head of a nationally known institution.

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO





It's Not the People in the Small Towns That Make Up the Farm Market!

Many people living in small towns are connected with agriculture, of course—but they don't form the profitable farm market!

It's the people actually *living on farms* that you have to reach if you want to move your goods off your dealers' shelves. And these people are not found in one "national" market—but in individual markets that cover only 30 states. In these states are 80% of your dealers—90% of all farms—88.7% of all farm income!

And to match your sales problem—the 15 papers of the Standard Unit have 97% of their circulation in the same markets! They have no newstand sales—but they reach 2,125,000 *buying farmers* with authority—more than you can reach with any other medium! A study of Audit Bureau reports of R. F. D. circulation and amount of duplication proves it!

You can use these Standard Papers as a unit or by states. They get the *buying farmer's* automobile to your dealer's door—at lowest cost for results!

The **STANDARD FARM PAPER UNIT**

One order—one plate—one bill.

WALLACE C. RICHARDSON, Gen'l Manager

Chicago

Courtney D. Freeman, Western Mgr.
307 North Michigan Ave.

New York

Willard E. Downing, Eastern Mgr.
250 Park Ave.

San Francisco, Kohl Bldg.

Your sales problem is national—but your dealer's is always local.
The Standard Farm Papers meet both!

Pennsylvania Farmer	The Progressive Farmer	Hoard's Dairyman
Missouri Ruralist	The Prairie Farmer	The Nebraska Farmer
Kansas Farmer	The Wisconsin Agriculturist	The Pacific Rural Press
The Farmer, St. Paul	The American Agriculturist	Ohio Farmer
Michigan Farmer	The Breeder's Gazette	Wallaces' Farmer

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXXXVIII NEW YORK, FEBRUARY 10, 1927

No. 6

How We Get the Clerk to Study the Features of Our Line

A Retail Manual with the A B C's of Selling Increases This Aluminum Manufacturer's Sales

By A. G. Langenbach

Sales Manager, West Bend Aluminum Co.

Every man starting out in business will have to go over a hard road and find out its turnings for himself; but, he need not go over his road in the dark if he can take with him the light of the other man's experience.—John Wanamaker.

THIS quotation from one of the world's master merchants has been made the basis of what we think is a successful method of teaching retail salespeople how to sell our goods. We have found that the "clerk," so-called, is ready to look and learn if the presentation is made from a standpoint of his self-interest—and if the manufacturer does the telling in a simple way with the preaching left out.

We have proceeded on the theory that most people who are working in retail stores, the younger people at least, are there for a much more ambitious purpose than merely to hold a job. They have entered business with a desire to progress. Many of them look forward to the day when they will own stores or run departments. The fact that the greater proportion of them will never make their dreams come true does not detract from the value of using all this as a basis for presenting educational matter that is designed to increase their usefulness to their employers.

But, however ambitious a clerk may be, it is an exceptional case where he is willing to subject himself to a long course of study in behalf of any one line of mer-

chandise. He is not going to bother himself a great deal about that nebulous something known as the psychology of selling. The theory of the thing will not attract him. Neither does he warm up to a lot of go-getter stuff about how to get ahead in life.

Proceeding with the foregoing in mind, we have compiled a sales manual so short that it can be carefully read within an hour or less, and so simple that it can be grasped quickly by any person of average intelligence.

The inspirational part of our message to retail salespeople is summed up largely in the quotation from Mr. Wanamaker. Then, we try to make the store-worker see the difference between the words "clerk" and "salesman." He is told that by learning and applying certain simple, common-sense rules of selling, he can take himself out of the "clerk" class. By addressing him as a salesman, or a potential salesman, we show that we respect him and at the same time we help him increase his own self-respect.

Our observation has been that the place where many clerks fall down is in the matter of approach. A customer entering the store must be greeted in some way and the manner of greeting must be varied to suit the community, store and situation. We set forth these four standard forms of greeting which we think are good in as

much as they indicate a desire to serve:

Have you been attended to?
Have you been waited on?
Do you wish attention?
Do you wish to be served?

As examples of salutations to avoid we mention these in our manual:

Something?
Something for you?
Something special I could do for you?
Was there something in particular?

The matter of approach provided for, we try next to convey the value of properly sizing up a prospective customer. There are many things to be learned about a person by what is called "sizing up." Her clothes may indicate taste. Her facial expression may show she has a good, bad, nervous or placid nature. Speech tells much and eyes register approval or disapproval. However, not even the most experienced salesman can always be right in his estimate of a customer. On this point, the manual says:

"Usually such a statement is an alibi for not getting an order and has a bad psychological effect upon the effort put forth by the salesman. Men are usually buyers, women evaluating shoppers. Give women beautiful things to look at, be courteous and appeal to the home instinct. There are two kinds of 'lookers': those who never intend to buy and those who wish to see many articles before buying. The latter are real sources of profit to the live salesman. Whether they are price getters or are looking for information can be learned by the questions they ask. Be polite. Point out and casually describe goods. Appear not trying to sell but employed by the customer to show. For instance: A customer shows interest in the Bell percolator. The salesman remarks: 'Those Bell percolators are the only ones like that on the market and are therefore exclusive in design. Did you ever see a percolator that could be used as a coffee pot?' The attention is secured and the way is open to a sale."

Our next task is to impress the

salesman with the fact that in the mind of the buyer is where the sale actually is made. Therefore, in selling a piece of merchandise, the salesman must learn, if possible, the motives of the buyer. Why is she interested in that article? Applied to aluminum ware, our product, buying motives and the ways to attack them follow:

Money gain—either making or saving in price and durability.

Pride or vanity—talk beauty and exclusiveness.

Imitation—name of friend who has the same article.

Possession—permit her to handle utensil.

Health—talk cooking in proper utensils.

Caution—talk good quality utensils.

Physical pleasure—one hates work and another wants ease; both appealed to by features of convenience.

Love for another—talk beautiful, useful gifts.

Play—talk children's toy aluminum sets.

The clerk can easily be made to see that no matter what may be his acquaintance with human nature and his ability to read character, he cannot size up buying motives correctly unless he knows the merchandise that he is attempting to sell. Right here, I believe, is where the manufacturer has to be especially careful. If he issues elaborate treatises describing his goods and waxes eloquent in his praise of them, the store's salespeople will read the text casually, if at all. It is only the occasional individual who is willing to take the time to dig into a line of merchandise thoroughly and to understand it in an expert way. Also, the store salesman has many lines to sell. If he would study each line the way some producers want him to study their products—and the way he actually should study them, to be perfectly frank—he would have to put in much more time and effort than he usually is willing to give.

Therefore, information about the merchandise has to be imparted in a natural way which shall permit of its absorption by what pedagogical authorities might term the inductive method. A young college friend of mine tells me that his first lesson in Greek contained the opening sentence of Xenophon's

RADIO TO EXTEND RELIGIOUS WORK

WEAF and WJZ Plan Nine New Services Weekly.

Increased broadcasting of religious messages of a nonsectarian nature through the radio stations of the National Broadcasting Company is planned for the coming year by the newly formed national general committee, brought into existence by the Greater New York Federation of Churches to give widespread support and advice to the work of the federation, which has broadcast more than 1,200 services during the last four years.

During that time the extent of the attention to and appreciation of the religious programs has been shown in the receipt of letters by thousands of radio listeners in more than 2,000 cities and towns throughout the country. An even wider dissemination now is sought.

The Empire Room of the Waldorf-Astoria was "placed at the disposal of the G.N.Y.F.C. by

N. Y. Sun—Feb. 2, 1927

The rapidly increasing interest in religious subjects is nowhere more evident than in radio programs.

Christian Herald

Bible House, N. Y.

GRAHAM PATTERSON, *Publisher*

J. PAUL MAYNARD, *Advertising Manager*

"Anabasis." His first lesson in Latin started out with a sentence from Caesar. And then he went along, lesson after lesson, reading Xenophon and Caesar and at the same time assimilating by easy stages the grammar of the two languages. This is the inductive method. I think, in a way, that it can be applied to the study of merchandise.

We tell retail salespeople that they should always have their minds open to receive knowledge about the things they sell. We advise them to talk to traveling salesmen about goods—also to read business papers and study general advertisements, catalogs and any other descriptive matter that may be sent to their stores by manufacturers.

From this they can get a general foundation of merchandising knowledge, including the talking points used in the sale of competing goods. Then we present some specific information about West Bend aluminum ware.

Without any desire to glorify ourselves or our merchandise, but only with the wish to make my points clear to PRINTERS' INK the way we present our merchandise and its talking points. Merchandise is merchandise and what is successfully employed in the selling of aluminum ware can at least be adapted to almost any other ordinary line.

If the clerk is going to respect the product, he must have a similar feeling for the company producing it, or at least know something about the producer. Accordingly, we give him a brief history of our organization, tracing its growth from a small beginning. We tell him about our policy of manufacturing only the best possible kind of aluminum ware, supporting it with a liberal guarantee and selling it only through retailers.

Next comes a compact story of aluminum—how it comes from a clay called "Bauxite" which is found in Alabama, Arkansas, Tennessee, Georgia, Northern Ireland and Southern France, and how, in 1886, Charles M. Hall

originated a process of extracting aluminum by electrolysis and thus making it available commercially. The process of drawing off the aluminum into ingots or pigs and finally reducing it to sheets of the required thickness is related.

All this gives us a good basis for leading up to our own manufacturing process. We tell how we weld the pieces together, thus making a utensil one continuous piece of aluminum. The manufacturing process, entertainingly described in this manner, is calculated to arouse special interest in aluminum ware—also to develop and increase the clerk's respect for us. Merchandise is an intensely fascinating subject, anyway. A story regarding it, well told, is interesting to almost anybody. This is why any explanation of the talking points for a commodity should be introduced by something descriptive of the process of manufacture.

The talking points should be in full detail. We found by experience that we made a mistake when we assumed that a dealer and his employees knew those features of the goods that ought to be self-evident. It does not hurt a bit to cover the points thoroughly and even tell the most elementary features. If the clerk knows them already, so much the better. But if he does not know them, he should.

In order to sell West Bend aluminum ware successfully and to meet every possible objection that may be brought up against it, we tell clerks they should have carefully in mind that our utensils are made of heavy, 99 per cent pure, 8- to 18-gauge aluminum. We explain what "gauge" means and how the durability of heavy ware cannot be compared with light ware in cost or in service.

The clerk is given this list of convenience features, each being carefully and fully described:

Extra large bottoms so the utensils will not tip over; handles made of non-resisting and non-burning material; covers made of hard spring sheet aluminum that will snap back into shape when

(Continued on page 185)



When it comes to flying dutchmen . . .

Joe Rankin can take any sort of gym equipment for a loop! Double cuts, dislocations, giant swings, tumbling—all meat for him. He can show a pile of college acrobats a thing or two.

He's the average of 500,000 active, clear-thinking fellows who read **THE AMERICAN BOY**. 80% of them are of high school age. They average 15½ to 16 years of age, 115 pounds in weight and 5 feet 4 inches tall. Near-men. Your equal in everything but years.

But the gym isn't the only place they're at home. They go to parties, camp, play golf, hike, do everything that you do—and just about as well, too. But most important of all—these chaps are enthusiastic buyers. They form one of the most profitable markets a manufacturer can reach. They buy with the capacity of men. They know what's what in athletic togs, dress clothes, shoes, hats, tooth-paste, food . . . everything you make for men. In men's sizes and quantities.

They aren't backward in voicing their opinions. Their prejudices for or against carry punch! Start these 500,000 man-sized opinions working for you through the advertising columns of **THE AMERICAN BOY**, their friend and chum. Copy received by March 10th will appear in May.

The American Boy

Detroit

Michigan

Good News flies, too

THE thoughtfulness and quick action of a porter helped a traveler.

The traveler was grateful enough to express her gratitude to the management.

The management's recognition and telling of this incident has given, it is fair to say, every one of the over two hundred thousand Pennsylvania workers a new thrill of pride in their company.

* * *

¶ The Rockford Electric Company of Rockford, Illinois, asked permission to reproduce the advertisement in poster form shown on the opposite page and to display it throughout its entire works.

J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON
CINCINNATI SAN FRANCISCO LONDON

Here is a real story of
"Good Public Service"

Good Public Service is not created by conversation but by Deeds that merit "Friendship" and "Goodwill."

THE PENNSYLVANIA RAILROAD ADVERTISEMENT
REPRODUCED AS A POSTER
BY THE ROCKFORD ELECTRIC COMPANY

Step Up the Class

A Presentation Principle That Will Often Aid the Mail Order or Sales Promotion Man

By Edgar Paul Hermann

Director of Publications, LaSalle Extension University

I HAD written a good letter. I knew it would prove resultful and a test proved I was right.

Yet there were a lot of things wrong with it.

At least one of these weaknesses was obvious. The letter was long—painfully long. There were more than four pages of single-spaced copy. Yet I did not want to cut out a single idea, for every one fitted in the chain of logic and action development that I had painstakingly developed.

Still, there was no doubt that it was too long.

It was up to me to do something. So I called up my mail-order step-father—a former boss who had taught me much of the little I know about presentation and unb burdened myself.

"That's not much of a problem," he said. "Just step up the class. The copy that seems long in a letter will seem surprisingly short, surprisingly attractive, surprisingly simple compared to the forbidding, difficult five pages, when put in a neat little booklet in 12-point type. Then all you have to do is to send it with a three-paragraph personal letter selling the booklet, making the contact seem personal, and arousing interest enough to make the recipient read the booklet. Just step up the class."

He was right. The copy of the letter, reworked just a bit and set up as a booklet, did seem far less difficult to read, far more interesting. Furthermore the cost allowance enabled me to use a three-short-paragraph typewritten letter to accompany it. The combination pulled better than the long letter, which had pulled exceedingly well.

Now I never care much if a letter is long, for my experience is that its length makes little difference, so long as there are no superfluous words. Yet, stepping up

the class worked in this case as it did in others that followed.

I had a good "Salesman Wanted" classified advertisement—that is to say it had been good. But it was working downhill, as such advertisements sometimes will after a while. I was seeking another that would work as well as this one had in its prime, but all my tests on the advertisements I wrote, combined, concocted, or pilfered, did not give the results of this one.

Then I remembered the principle that had worked with the letter. Step up the class. The advertisement was laid out carefully for a display message instead of a classified invitation and, Eureka, I had found it. Unit costs were lower than the best record for the copy in classified space.

I had another similar experience. A saddle stitched sales manual was getting so thick with additions and Topsy-like maturity that it was becoming more and more unattractive with each reprinting. So we made a book of it—gave it a cover—stepped up the class. It was all perfectly simple. The additional cost was well expended.

Once again—a friend was marketing a big, single-volume handbook. The marginal return law was getting in some hard licks, and the end was near. I told him of my experience with the sales manual. "Why not step up the class?" I suggested. "How?" "Easy—make it a set of six little books. It will work, I'll bet a hat." He did and it did.

Stepping up the class is a real formula under some conditions. Naturally neither I nor anyone else would advocate it as a blanket recipe for curing weak copy, dying strategy, or dead prospects. But under proper conditions, properly tested, it has its place.

It can take many forms. Better paper. Two colors instead of one.

73%

of the *National
Advertisers in
DES MOINES
in 1926 used The
Register and Tribune*

exclusively

National Lineage	
DES MOINES REGISTER AND TRIBUNE	
(Evening and Sunday—not including Morning)	
YEAR 1926	3,620,870 LINES
YEAR 1925	2,919,317 "
INCREASE	701,553 "

Feb. 10, 1927

Better covers or better cuts. It may mean a jump from one process of reproduction to another. It may take the form of better pictures, better typography, better envelopes.

The strategy is simple.

The principle may be workable on plans which at first glance, do not appear to be at all susceptible. For example, dressing up the sales kit, or dolling up the counter displays. Putting some real money into a sales convention program. Using a letter instead of a post-card in town-crying the coming of the salesman. It may mean better packages.

It may mean putting classy shiny uniforms on the porters, doormen, elevator operators. It may take the form of sales offices in a better building or in some other way taking a place with faster company.

Of course, all good rules have exceptions and for most of them there are opposites. There are many times when stepping *down* the class is the right strategy. But the "No" man of the organization is likely to beat you to that one. However, if you have your inquiry and sales records ship-shape, if you have felt your way by proper testing, you will probably be able to defend the trenches or even advance to new positions.

Campaign Planned to Advertise Ocean City in 1927

A group of business men of Ocean City, N. J., headed by J. Fred Manne, president of the Chamber of Commerce, recently appeared before the city commissioners and urged an appropriation of \$49,000, to be spent in advertising Ocean City as a summer resort. Last year, in addition to the appropriation made by the city, the Chamber of Commerce spent \$14,000 in advertising.

The program which the city commissioners were asked to approve calls for \$20,000 for newspaper advertising; 200 signs directing autoists to Ocean City, to cost \$15,000; booklets \$4,000 and general publicity expense \$10,000.

Shirt Account for Los Angeles Agency

P. A. Newmark & Company, Los Angeles, manufacturers of men's shirts, have placed their advertising account with Stutzman & Mummert, Los Angeles advertising agency. Newspapers and direct-mail advertising will be used in introducing Country Club Blouses.

J. M. Schmid, Circulation Director, Hearst Newspapers

John M. Schmid, for twenty-one years circulation manager and latterly business manager of the Indianapolis News, has resigned effective February 10, when he will become circulation director of the Hearst newspapers, with headquarters at Chicago. He will concentrate his efforts, for the present, on the Chicago newspapers of the Hearst organization.

In 1905 Mr. Schmid went to Indianapolis to take charge of circulation of the *Sentinel* which, in February of the following year, was taken over by the *News*. He continued with the *News* becoming circulation manager in September, 1906.

Mr. Schmid is the author of "Some Suggestions for the Audit Bureau," which appeared in PRINTERS' INK of July 17, 1926. He is a member of the International Circulation Managers Association, of which he was president during the World War. He is now chairman of that organization for the Audit Bureau of Circulations.

General Motors Export Appoints J. Walter Thompson

The General Motors Export Corporation, with headquarters at Paris, has appointed the J. Walter Thompson Company to direct its advertising in Great Britain, the Continent and the Near East.

The General Motors Export Corporation is a subsidiary of the General Motors Corporation, which produces Buick, Cadillac, Chevrolet, Oakland, Pontiac and Oldsmobile passenger cars, GMC trucks and Yellow cabs and coaches.

In order to facilitate the handling of this account, the J. Walter Thompson Company has established branch offices in each of the following cities, where General Motors operates overseas assembly plants: Paris, London, Berlin, Copenhagen, Antwerp, Stockholm, Madrid and Alexandria.

E. Y. Crossmore, President, National Biscuit Subsidiary

E. Y. Crossmore has been elected president of the National Bread Company, which has been given active control of the bread and hand-cake business of the National Biscuit Company, New York. Mr. Crossmore joined the National Biscuit Company in 1902 at Wilkes-Barre, Pa. He was transferred to the Eastern department in 1904, leaving the company to go into another business in 1914.

Other officers of the National Bread Company are: A. G. Bixler, vice-president; G. P. Wells, secretary and treasurer, and B. Mayr, assistant treasurer.

L. I. Neff, formerly with the Chicago office of the Bellamy-Neff Company, has been transferred to the New York office.

MILWAUKEE—First City in Diversity of Industries!

A Notable Exception---

IN most metropolitan cities morning papers are given preference by financial advertisers, *but not in Milwaukee!*

During 1926 The Milwaukee Journal published 550,555 lines in this classification---2,110 lines more than the morning and Sunday paper and 248,216 lines more than the second evening paper. But for the exclusion of a large volume of questionable financial advertising by The Journal this margin of leadership would have been far greater.

The Journal alone obtains the best results per dollar for all classes of advertisers in the Milwaukee-Wisconsin market. Concentrate in this paper in 1927.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

WISCONSIN—First State in Value of Dairy Products!

A FOOD CAMPAIGN *of* **45,000 agate lines** *exclusively in* **The Chicago Daily News**

LIBBY, McNEILL & LIBBY, through the J. Walter Thompson Company, have inaugurated a campaign of 45,000 agate lines of display advertising in The Chicago Daily News to run during the present year. The Daily News is the only paper to be used in Chicago.

The selection of The Daily News to place this advertising effectively in Chicago

THE CHICAGO FIRST IN THE

Member of The 100,000

Advertising
Representatives :

NEW YORK
J. B. Woodward
110 E. 42d St.

CHICAGO
Woodward & Kelly
360 N. Michigan Av.

Average Daily Net Paid Circulation

**She will tell you
the latest news on
recipes and menus**

every FRIDAY
in this paper

New Salads
no fussing that
no dessert is needed

**What shall we have
to eat today?**

Food Editor
Mrs. Mary H. Kelly, herself, is the author of the column. She has been writing for the Daily News for many years.

The food editor of better meals at every meal, for information and advice, suggests the best ways to prepare and cook the most delicious and nutritious foods. She also has a column in the newspaper.

Starting editor Mary H. Kelly, herself, will continue to write the column. She has been writing for the Daily News for many years.

With over 100 shows to offer, Let's is published weekly. It is a magazine of entertainment, music, dancing, sports, and other forms of recreation. It is a general service to the public.

The Daily News is the largest newspaper in the country. It is published daily, and is read by millions of people. It is a general service to the public.

For more information about the paper, see the page below. What shall we have to eat today?

Editor, 100th & LaSalle, Chicago, Ill.

through company agrees with the judgment of the majority of food advertisers, who rely chiefly upon The Daily News to reach the Chicago family. In 1926 The Chicago Daily News published 964,827 agate lines of food products advertising, which was 18,620 lines more than were carried by the next daily paper and 236,325 more than the total of the next seven-day paper.

GOAILY NEWS

T IN CHICAGO

100,000 Group of American Cities

AGO
Kelly & Kelly
Michigan Av

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.

circulation for January, 1927—446,941

Feb. 10, 1927

Oklahoma City serves the fastest growing market in the U.S.



1926 bank deposits \$6,000,000 ahead of 1925—building permits \$1,000,000 above any previous year—a prediction from Roger Babson of a 15% increase in retail business in Oklahoma City over February last year.

—all results of a fast growing, able-to-buy market.

It is but the natural reaction from a crop production valued at \$20,906,000 more than that of 1925—from the millions of dollars being put into circulation from the Seminole-Earlsboro oil field, just 60 miles from Oklahoma City.

This is a market served by Oklahoma City. It is covered thoroughly and alone by the Oklahoman and Times.

Circulation Daily 144,000 — Sunday 88,000

The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

thoroughly and alone cover the Oklahoma City Market

Represented by E. KATZ SPECIAL



ADVERTISING AGENCY

New York Chicago Kansas City Detroit Atlanta San Francisco

Perhaps the Product Needs Several Simultaneous Campaigns

The Borden Company Finds That Eagle Brand Condensed Milk Should Have Three Separate and Distinct Campaigns Running at the Same Time

By Albert E. Haase

MANY advertisers, especially those selling staple products, are probably in the same position. The Borden Company had been in for years, until a short time ago. For ten years Borden had been selling Eagle Brand milk as an infant food. This use of the product was always the theme of Borden advertising copy.

However, Borden knew, as other makers of staple products know, that the public used its product for purposes other than that which it advertised. Borden knew that its product was used in coffee. It knew, also, that it was used in cooking. But, it had never checked up the importance of those two uses.

Last year it did that job. Three separate investigations were made. Of that number, two were among housewives whose names were given to the company as known users of Eagle Brand condensed milk. The third was among housewives whose names were picked at random. The investigations were made in all parts of the country by and under the direction of trained marketing investigators.

"The information gained from these investigations," says Stuart Peabody, advertising manager of the company, "proved to us that a change had taken place in the use

of Eagle Brand. Although it had been known and advertised only as an infant food, a great many people had started using it in coffee and cooking. Over 60 per cent of the persons interviewed were using it for those purposes.

3 Borden drives to triple your profits

Three big, consistent advertising campaigns. Each aimed to sell the homeuser three products instead of one. Each aimed to open up new fields of use.

That's the Borden Plan for you and your dealers for 1927.

That's the new Borden advertising which will be a consistent drive for all Borden Products—coffee, the right coffee for the right purpose; condensed milk individually featuring each Borden product—Borden Condensed Milk, Borden Evaporated Milk, Borden's Malted Milk.

Each of these Borden products will be launched this year with heavy advertising, packed with real selling ideas. The last year's record sales of coffee, condensed milk and white, big page space, Month after Month. A year-round service to carry you over the top in 1927.

Get this business-giving program:

1 In addition to the traditional Eagle Brand infant feeding advertising, Borden will continue advertising Condensed Milk with coffee and tea packing. This year clear, tried during the past fall, proved a tremendous success. Even greater developments are expected this coming year. Watch the open banner space in the popular women's magazines for this story.

2 Full four-color page in the *Advertiser*, *Home Journal*, *Women's Home Companion*, *McCall's* and like magazines, with the slogan "The new use of Borden's Evaporated Milk to the million houses."

3 And on Malted Milk. The greatest campaign of its kind in the history of the malted milk industry. Borden's Malted Milk spreads in color to *Liberty Magazine*, *Courtaulds* insertions, reaching your customers, and giving them a new use for this money product—everywhere.

The campaign on each Borden product will be specially merchandised. Trade shows, displays, illustrations, trade-ups. Publicity. Every competitive measure to enable your dealers and you to get in on the first advantage of this new Borden advertising, to increase their and your 1927 sales and profits. The New York Agency, the Borden Co., New York, N. Y.

* Write for the special issue of the Borden's Condensed Milk which will give you the complete Borden story for 1927.

BUSINESS-PAPER COPY TELLS DEALERS ABOUT ALL THREE CONSUMER CAMPAIGNS

"The infant feeding users still remained the most important customers, for they consumed over twice as much milk over a given period as the cooking and coffee group. The latter uses, however, had never been cultivated. There had been no advertisements devoted to the kitchen use of the

Feb. 10, 1927

product. Consideration of the facts raised this question:

"If those two uses had grown to such importance without advertising, where would they go if advertised?"

The distinctive feature of the advertising plans that resulted from these investigations was this: Borden decided on three separate campaigns for its condensed milk. The advertising on this product as an infant food was to go on as heretofore and in the same amount. Separate campaigns, each with its own particular selling helps were to be planned and written for (1) condensed milk in coffee, and (2) condensed milk in cooking.

Today, it is possible to find in one issue of some publications, which a year ago carried but one Borden advertisement, three separate and distinct Borden advertisements. This statement should not be construed as meaning that the same mediums have been used for all three campaigns. A separate selection was made for each use. The dominating thought was always to treat each use as though a separate product were being advertised. No effort has been made to tie the campaigns together except in certain business-paper copy where it was found advisable to talk to the dealer about all three campaigns at one time as a matter of news and information. Every possible effort, by the way, has been made to show the dealer that if he got behind these campaigns he could increase his volume on this staple product.

"The coffee campaign offered our salesmen the most dramatic way of bringing news to the retailer of what we are doing," says

Mr. Peabody. "When the campaign started, each salesman carried with him a Thermos bottle of hot coffee, which he kept full of black coffee. On his first stop in the morning he would buy from the dealer a can of Eagle Brand Condensed Milk. Then he would open the can, fill the cup with coffee, put in some condensed



Mildred Maddocks Bentley
says

"any cup of
good coffee
is sure to be
a better cup
of coffee."

~~with~~

Borden's
EAGLE BRAND
CONDENSED MILK

HOW THE USE OF CONDENSED MILK WITH COFFEE IS BEING FEATURED.

milk and offer the retailer a drink. Bear in mind that the retailers, almost to a man, regarded Eagle Brand as an infant food. If we had just told them that it was good in coffee, they would probably have made a mental note that the Borden salesman had a new line of talk which wasn't registering very well. But the demonstration clinched the argument, and made many a convert. That stunt got the idea over to the retailer because it was unusual. It gave the salesman a chance to talk the whole idea. The salesman would

say to the retailer: 'You probably never thought of suggesting to your customers that they use condensed milk in coffee. We are going to make it easy for you to do this by supplying window display cards that announce a special deal on a combination sale of condensed milk and a package of coffee."

This combination deal was made either through arrangements with wholesalers or with a retailer direct. It was left to either or both of them as to what brand of coffee should be selected and as to the price of the combination.

Coffee roasters were approached by the company on the idea. They immediately favored it and put their support behind it. Such big national advertisers of coffee as the Cheek-Neal Company, of Maxwell House fame, gave their support. The idea naturally appealed to the coffee interests, says *The Tea and Coffee Trade Journal*, since it represented advertising that sang the praises of coffee and helped to build business for the coffee industry.

Despite the fact that Borden had assurances of appreciation and co-operation from the coffee industry, it is taking no chances of letting that industry forget what it is doing for coffee. It is buying space to tell of its good deeds to the coffee industry and proposes constantly to keep its story before that industry.

The campaign on the use of condensed milk in cooking, while not allowing dramatic sales demonstration, did permit greater variety in advertising copy. Desserts and other products of the kitchen calling for the use of condensed milk found their way into illustrations. The copy used with those illustrations always carried an offer of a booklet on the use of milk in the household. This offer was also made in the coffee campaign. In the copy in both campaigns, the offer was buried away in the text primarily for the purpose of determining how much of the text was read.

The reasoning that led Borden into these three campaigns on condensed milk seems to have

pushed it on to make further advertising effort on its other products—evaporated milk and malted milk. Each of these products has been given separate and distinct campaigns. Evaporated milk is being widely advertised as "pure country milk with the cream left in" that should be used in cooking whenever the recipe calls for unsweetened milk. Malted milk has two approaches. It is being advertised to and through the soda fountains and it is being advertised to the home.

The malted milk campaign, like the coffee campaign for condensed milk, is permitting Borden salesmen to use their own ingenuity. A blank portfolio and a set of reproductions of malted milk advertisements were given the salesmen with the suggestion that they make their own portfolios. This they have done. In them they have put chiefly reports on good ideas they have seen in use in successful soda fountains, not only on malted milk, but on other beverages sold over the fountain. The portfolio has become "their book" and when they go over it with a customer or prospect they talk about it intelligently.

There are two points that are especially worthy of consideration in this new advertising policy.

First, there is this thought: All of the Borden products have a basic relationship. Milk is the basis. The company could, perhaps, justifiably advertise all of its products in one campaign as a family of products. The procedure would probably represent a smaller advertising outlay. But would it be cheaper? Years of experience have taught Borden that the same audience doesn't take an equal interest in all of its products. It knows that the selling plans for each of its products are different. This reasoning has led it to the belief that the advertising plans should be distinct. It would seem that a study of this new Borden advertising policy would be profitable to many manufacturers making a family of products and advertising them in a single campaign.

The other thought is this: Bor-

den's experience in condensed milk advertising shows that it is possible for a manufacturer to overlook the need of advertising the product to markets which have developed without much guidance. The step Borden is taking should make every advertiser, no matter whether he has only one product or a line of products, investigate and see if any of his products are worth more than one campaign. It may be that like Eagle Brand condensed milk he will find some product that could be profitably pushed by having several simultaneous campaigns behind it.

J. W. Frazer, Sales Manager, Chrysler

J. W. Frazer has been appointed sales manager for the United States by the Chrysler Corporation, Detroit. After a dozen years of sales experience in the automobile field, Mr. Frazer joined the Chrysler Corporation in 1924 and became director of sales. His new duties include the supervision of all the company's sales, service and advertising activities in the United States. He relieves J. E. Field, vice-president and director of sales, who will now devote more time to executive work and future business development.

Stewart W. Monroe succeeds Mr. Frazer as director of sales in charge of the districts of Detroit, New York, St. Louis, Minneapolis and Dallas. He has been with the company for ten years.

Appointed by Stevens Walden-Worcester

Walter Rinck has been made sales manager of Stevens Walden-Worcester, Inc., Worcester, Mass., manufacturer of tools and wrenches for automotive and other uses. He had been sales manager of the Stevens Company before its consolidation with Walden-Worcester, Inc.

J. B. Heth, Jr., Returns to "Harper's Bazar"

James B. Heth, Jr., formerly with the Chicago office of *Harper's Bazar*, and more recently Western manager of *The New Yorker*, has returned to *Harper's Bazar* as a member of the Western advertising staff, with headquarters at Chicago.

Joins Buffalo Agency

Francis F. Gregory, formerly advertising manager for the K. W. Watters Company and the Sterling Shoes Corporation, has joined the Fowler Advertising Bureau, Buffalo, N. Y., as an account executive.

Larger Campaign for West Coast Lumber Bureau

The organization of the West Coast Lumber Trade Extension Bureau, Seattle, which spent \$250,000 for advertising and field work in 1926, has proved to be a most effective means of opening up new markets for Western lumber, according to John D. Tennant, president of the Bureau and vice-president of the Long-Bell Lumber Company. A budget of \$375,000 for advertising was approved at a recent meeting of the Bureau in Seattle.

Sixty-three publications, in which 240 advertisements were printed, were used in the 1926 campaign. Starting with three field men, the Bureau expects to use fifteen this year, Mr. Tennant reported. Ninety-three lumber companies with mills in British Columbia, Oregon and Washington participate in the program.

The original trustees of the Bureau, Mr. Tennant, George S. Long, R. W. Vinnedge, Ralph H. Burnside, C. D. Johnson, Everett G. Griggs and Myron C. Woodward, were re-elected. Mr. Tennant was re-elected president.

Babex Being Advertised in New Campaign

A national advertising campaign has been started by the A. P. Babcock Company, New York, on Babex, a toilet powder which was formerly sold under the name, Motiya. General, class and trade magazines are being used. The New York office of the H. W. Kastor & Sons Advertising Company, Inc., is directing this campaign.

P. E. Barth, Sales Manager, Western Cartridge

P. E. Barth, until recently general manager of the R. M. Hollingshead Company, Camden, N. J., has joined the Western Cartridge Company, East Alton, Ill., ammunition, brass sheets, etc., as sales manager. He had been with the former Simmons Hardware Company for more than twenty-five years.

Parfums Isabey to Be Advertised

A national advertising campaign is about to start on Parfums Isabey for which Park & Tilford, New York, are the American representatives. Magazines will be used for this campaign which is being directed by Jules P. Storm & Sons, Inc., New York advertising agency.

New Luxite Advertising Manager

Walter Neisser has been appointed advertising manager of the Luxite Silk Products Company, Milwaukee, Wis.

Feb. 10, 1927

PRINTERS' INK

21

DOMINATE

"In
Philadelphia
nearly everybody reads
The Bulletin"

The Evening Bulletin
PHILADELPHIA'S NEWSPAPER
537,974 COPIES A DAY
The largest circulation in Philadelphia

"100% Increase in the short space of two years!"

As a result of their own increasing sales volume and consistent results produced by the New York Evening Journal—the Furniture House of Ludwig Baumann & Co. finds it profitable to double their advertising space over a two-year period.



Ludwig Baumann & Co.

America's Greatest Furniture House

New York Evening Journal,
Columbus Circle,
New York City.

January 24, 1927.

Gentlemen:

Early in 1926 we estimated our year's advertising in the Evening Journal at 200,000 lines. This figure was based on our 1925 record of 156,171 lines, our own increasing volume and Evening Journal's consistent productivity.

Now, I am gratified to find that our actual lineage in the Journal, during 1926 was 247,646 lines, an increase of 96,475 agate lines in one year! In 1927 we expect to go over the 300,000 line mark. That will be a 100% increase in the short space of two years!

These figures speak more eloquently of our favorable attitude toward your paper than the most extravagant encomium.

Cordially yours,

(Signed) Howard Kuh,

Advertising Manager.

HK/SSS

Ludwig Baumann & Co.
has been a consistent advertiser in the
NEW YORK EVENING JOURNAL
for over 20 consecutive years!

The continuous growth of Ludwig Baumann & Co., for nearly a quarter of a century past, has been closely identified with the sales producing power of the New York Evening Journal.

HERE is a firm with four furniture stores—one on Eighth Avenue in Manhattan, one in uptown New York on 125th Street and two in Newark, N. J.—all equipped to supply furniture, home furnishings and household goods to a constantly increasing number of homes in the world's richest market.

Their judgment in using 60 per cent more advertising space in the New York Evening Journal in 1926, than in 1925, and a still greater amount during 1927—is based upon the best of all reasons, RESULTS.

Ludwig Baumann & Co. have made the New York Evening Journal

the veritable backbone of their sales building for over 20 years—and continue to do so—because this newspaper has proven to be the most productive medium.

The New York Evening Journal printed more furniture advertising during 1926 than any other New York newspaper. 677,565 people buy the New York Evening Journal every day and take it home, where it is read by every member of the family. This newspaper has more home circulation than the next two evening papers combined, plus 119,000 copies a day.

**CIRCULATION FOR SIX MONTHS ENDING
SEPTEMBER 30th, 677,565 DAILY, NET PAID**

A daily gain of 41,779 over the same period last year.

**NEW YORK
EVENING JOURNAL**

*America's largest evening newspaper circulation
... and at 3c a copy daily, 5c Saturday*

New York Office
2 COLUMBUS CIRCLE, New York City

Chicago Office
913 Hearst Building, Chicago, Ill.

Feb. 10, 1927

Detroit's Spending Power Is Shown in The News' Furniture Volume



FOOD, shoes and clothing are essentials and will be bought by any population in quantities regardless of income, but large expenditures for furniture depends on how much more the market has to spend than it actually needs for living. Furniture expenditures betoken a surplus for luxury. The Detroit market is a large purchaser of furniture. The great volume of furniture lineage carried by The Detroit News in 1926 not only indicates the prosperity of Detroit's population, but also shows how furniture advertisers have come to regard The News as their outstanding medium, due unquestionably to the fact that The News is the home newspaper, reaching practically every English-speaking home, and to the fact that The News' articles on home building, home furnishing and interior decoration are authoritative and have a distinct influence on the householders' buying trend.

The Detroit News in 1926 carried 3,501,526 lines of furniture advertising, more than two and a half times that of both other Detroit papers combined. This is evidence of what the possibilities of the Detroit market are and what The News can do for any advertiser of any worthy product.

The Detroit News

The HOME newspaper

350,000 Sunday Circulation—320,000 Weekday Circulation

Business Portraits of New Audit Bureau Heads

O. C. Harn, New Managing Director, and P. L. Thomson, New President, Have Had Parallel Careers as Newspapermen and Advertising Managers

O. C. HARN, who in the minds of many is the Audit Bureau of Circulations, just as the late Stanley Clague was in the minds of many others, has become managing director of the Bureau as successor to Mr. Clague.

Ever since the death of Mr. Clague there has been much speculation concerning how the problem of finding a managing director would be met. The situation required a successor who would immediately obtain the good will of all of the various groups which constitute the Audit Bureau. Opinion was that the Bureau would probably find it necessary to go out of the field of advertising and publishing. Someone thought of Mr. Harn and of the fact that for seven consecutive times all of the different groups had elected him as their president. He was prevailed upon to accept the managing directorship at a meeting held in New York last week.

In order to do this, Mr. Harn had to resign his work as advertising manager and chairman of the sales committee of the National Lead Company—a twenty-two-year connection—and the presidency of the Audit Bureau. P. L. Thomson, publicity director of the Western Electric Company, and a director of the Audit Bureau, was made president, after Mr. Harn had been induced to accept the managing directorship.

The fact that those in charge of the Bureau were consciously after Mr. Harn because they believed him to be the man who could solidify the diversified membership

of the organization is evident in a statement made by the new president shortly after the meeting in New York.

"I know of no recent happening that is as important to the advertising and publishing business," Mr. Thomson said. "He will draw together all of the different interests that make up the organization. His record as president, and

his continued re-election to that post are real guarantees that there will be continued progress in the work of the Bureau."

The careers of Mr. Harn and Mr. Thomson are almost parallel. Both started as newspapermen and both later came to direct the advertising of large and important business enterprises. Mr. Harn's experience in publishing work was more extensive than that of Mr. Thomson. In addition to a record of newspaper work, Mr. Harn had experience in business-paper publishing. Both men have been president of the Association of National Advertisers. Mr. Harn was one of the founders of the association. He was its second president. Mr. Thomson joined the association in the second year of its existence and was president during 1923 and 1924. At the close of his administration the Association of National Advertisers paid remarkable tribute to him in a resolution which referred to his work as one of "inspired leadership."

Unusual tributes of this type have been paid to Mr. Harn by advertising and publishing groups. At present, Mr. Harn is president of the Sales Managers Club of New



P. L. THOMSON



O. C. HARN

York. There is sufficient indication in this fact that as an advertising manager, Mr. Harn was no mere advertising technician. Even so far back as 1914, he was writing articles for PRINTERS' INK on "Advertising as the Salesman's Assistant." For years, in his mind advertising and selling have been closely tied together.

The statement that Mr. Harn was not a "mere advertising technician" perhaps should be made to read that he was not "merely an advertising technician." He could and he did write and speak on the technique of advertising. Over a considerable period of years there have appeared in PRINTERS' INK a number of articles by him on subjects such as "labels," "packages," "advertising copy" and "house magazines."

In 1916, Mr. Harn was made chairman of the National Commission of the Associated Advertising Clubs of the World. As head of that commission he presided over meetings attended by representatives of all groups of organized advertising and publishing interests. During the war, he was one of the directors of the Government's division of advertising. He had much to do, as a director of that organization, in the publicity work of all branches of the Government. Recruiting, food conservation and Liberty Loan publicity were some of the activities in the hands of that body of men.

Co-operative advertising has always held a lively interest for him. The "Save-the-Surface Campaign" has had much of his time, especially as chairman of its finance committee. He has long had definite views on the subject of co-operative advertising. It is his opinion that co-operative advertising in an industry is no substitute for individual advertising. Greater benefits come from a co-operative campaign when contributors to that campaign follow it up with their own advertising.

Mr. Thomson was one of the pioneer public utility advertising men. He is generally credited with being the originator of the "good-will" type of public utility advertising. His previous newspaper

experience had put in his mind the thought that self-seeking agitators who sought to turn people against public utilities could be fairly met and squelched in paid space which honestly told the story of the public utility.

In addition to the fact that the careers of these two men have been closely parallel, there is also another fact worthy of comment, namely, that their paths have continually brought them together. Committee meetings of a number of organizations in which both were interested have done much to make them fast friends.

M. E. Foster Appointed by Houston "Press"

M. E. Foster, founder and for many years publisher of the Houston, Tex., *Chronicle*, who sold his interest in that newspaper, has become editor of the *Houston Press*. He succeeds C. J. Lilley who has been appointed representative at Washington, D. C., for the *Press* and other Scripps-Howard newspapers.

J. Barnette has been appointed assistant advertising manager of the *Houston Press*.

Tandy Advertising Agency Organized at Toronto

The Tandy Advertising Agency, Ltd., is the name of a new business organized at Toronto. H. M. Tandy and other former executives of Smith, Denne & Moore, Toronto advertising agency, which was recently sold to J. J. Gibbons of J. J. Gibbons, Ltd., are members of the new organization.

Rigaud Account for Sheridan, Shawhan & Sheridan

Sheridan, Shawhan & Sheridan, Inc., New York advertising agency, has been appointed to direct the advertising of Rigaud perfumes and toilet requisites, made by Rigaud, Paris, for whom Geo. Borgfeldt & Company, New York, are the sole distributors.

Eastern Steamship Lines Appoint Albert Frank

The Eastern Steamship Lines, Inc., Boston, has appointed the Boston office of Albert Frank & Company to direct its advertising account. Newspapers will be used.

Kenyon Agency Elects I. N. Jelalian

Ira N. Jelalian has been elected vice-president and general manager of The Kenyon Company, Inc., Boston advertising agency.

Of particular interest to all advertisers of TRAVEL

ALL advertisers of the "travel idea"—railroads, steamship lines, tourist agencies, resorts, hotels, sanitaria, communities, cooperative civic organizations, camps, luggage manufacturers and manufacturers of all products related to travel, as well as all advertising agencies handling travel accounts—will be particularly interested in receiving a copy of a brochure just released by The Indianapolis News—"Selling the Travel Idea to 2,000,000 Hoosiers".

A copy has been reserved for you and will be sent you with the compliments of The Indianapolis News. It is interesting, informative, invaluable.

A post card or letter will start your copy promptly on its way.

The Indianapolis News

FRANK T. CARROLL, *Advertising Director*

New York

DAN A. CARROLL
110 East 42nd St.

Chicago

J. E. LUTZ
The Tower Building

Advertising Markets Record Salmon Pack

IN the year just closed over one million cases more of salmon were sold than in the previous year, according to a report recently issued by Victor H. Elfendahl, secretary of the Associated Salmon Packers. This large increase is credited to the association's co-operative campaign which was described in PRINTERS' INK of September 23, 1926. Close to \$400,000 was spent in the association's advertising of salmon during the last nine months of 1926. The resulting increase in sales represents a gain of 16 2-3 per cent over 1925 sales and constitutes 50,000,000 pound cans, upon which a wholesale valuation of \$6,000,000 is placed.

"At the beginning of our salmon year, July 1," states Mr. Elfendahl, "the industry had on hand approximately 660,000 cases of salmon of all varieties. The pack of 1926, the largest known with the possible exception of the war year, 1918, was 7,240,000 cases. This means that we were confronted with the tremendous total of 7,800,000 cases of salmon as a sales problem in the last half of 1926. We drove our advertising campaign hard through the summer and fall season in newspapers in forty-five of the leading Eastern and Mid-Western cities of the United States, in magazines and various publications. Shipments were of heavy volume, but we hardly realized how heavy until the industry completed inventory at the beginning of the year and found only 2,000,000 cases, all graded, unsold."

Not only does the secretary's report reveal the greatest movement of canned salmon in the history of the industry, but it is also estimated that, at the present rate of consumption, warehouses should be bare of salmon by the time the 1927 pack arrives. This, he states, is a condition unheard of in recent years.

The Associated Salmon Packers

will continue this campaign and are planning to broaden its scope and reach into fields not hitherto covered. Direction of the association is in the hands of an executive committee headed by E. B. Deming, president of the Pacific American Fisheries. Charles A. Burckhardt, president of the Alaska Consolidated Canneries, Inc., and of the Association of Pacific Fisheries, is also a member of the committee.

S. H. Kress Writes Down Good-Will

The report of S. H. Kress & Company for the year ended December 31, 1926, shows that the good-will, organization, leaseholds, etc. of the company have been written down to \$1 from \$12,000,000, the figure this item was carried at in the previous report.

Net profit for 1926, after Federal taxes and charges, amounted to \$4,672,952, against \$4,158,541 in 1925.

Beecher, Peck & Lewis Elect Harold Helmer President

Harold Helmer, general manager of Beecher, Peck & Lewis, Detroit, whole sale paper merchants, has been elected president, succeeding A. F. Peck, now chairman of the board. He joined this organization in 1910 and was made secretary two years later.

H. M. Newman Returns to Harry Porter Agency

Hugh M. Newman, formerly with The Harry Porter Company, New York advertising agency, for a period of three years, has returned to that organization as an account executive. During the interim he has been associated with the New York office of the Wood, Putnam & Wood Company, Inc.

Newspaper Campaign Started by Semet-Solvay

Newspapers in Michigan, Ohio and Southern States are being used in a campaign which the Semet-Solvay Company, Syracuse, N. Y., has started on its coke product. The Erickson Company, New York, is directing this account.

Joins Izzard Agency

Ralph W. Andrews, who has been with the Wm. A. Ingoldsby Company, Los Angeles, has joined The Izzard Company, Seattle advertising agency.

Joseph Ellner, who formerly conducted his own advertising business at New York, has started the Jos. Ellner Company, advertising, at that city.

BOYS' OVERCOATS.



Satisfactory Clothes for little boys 3 to 6 years are usually most difficult to find; this is one of the most attractive departments of our establishment, as we have just the things needed to clothe them properly—Kite Suits, Fancy Braided Pant Suits, Overcoats, Neckwear, Hats, Gloves, etc. The little Coat pictured here is one of our best and latest styles.

Mail orders have special attention. Samples and illustrations of latest styles for Boys and Girls of all ages furnished on application.

BEST & CO.,

Liliputian Bazaar.

60-62 West 23d St., N.Y.

In Vogue's First Issue

Prominent in the list of the many advertisers who have used the pages of Vogue over a long period of years is the firm of Best & Company.

Their advertisement reproduced on this page appeared in Vogue's first issue—December 17, 1892—over thirty-four years ago.

During the twelve months of 1926,
Best & Company used 20 pages in Vogue.

VOGUE

*One of the Condé Nast Group
all members of the Audit Bureau of Circulations*

No. 10 in a Series

Do You Boston it?

It needn't be "confusing"—it needn't be "different". Boston will look like any other city if you—

—compare *compulsory* combinations with *optional* combinations rather than with individual morning or evening papers. If you—make up *optional* combinations of the first evening and first morning or the first evening and second morning for fair comparison with the *compulsory* combinations of the second evening and third morning or the third evening and fourth morning papers.

Do that and you'll have easy sailing.

Here are the combinations:

Combination	Circulation	Milline
1st combination (<i>optional</i>) American & Post	655,300	1.68
2nd combination (<i>optional</i>) American & Advertiser	415,584	1.68
3rd combination (<i>compulsory</i>) Globe, Eve. & Morn.	273,240	1.83
4th combination (<i>compulsory</i>) Traveler & Herald	250,998	1.99

Boston American Boston Advertiser

You think it's confusing?"?

There's no confusion regarding the Boston Sunday newspaper situation.

There is a big difference, but no confusion—and the difference is in circulation—in favor of the Sunday Advertiser by a wide margin.

Consider the total net paid circulations: every week the Sunday Advertiser sells at least 151,000 more papers than the Sunday Post; 168,000 more than the Sunday Globe, and 367,000 more than the Sunday Herald.

Again—the Sunday Advertiser has a greater circulation in Boston's fifty mile radius than the total circulation *everywhere* of any other Boston Sunday newspaper—a complete demonstration of the influence wielded by the Sunday Advertiser.

The milline rate of the Sunday Advertiser is lower than that of any other Boston Sunday Paper.

This is the story in brief:

Paper	Circulation	Milline
Sunday Advertiser	490,588	1.53
Sunday Post	339,486	1.62
Sunday Globe	322,395	1.72
Sunday Herald	122,750	3.26

Boston Sunday Advertiser

Where Are Yesterday's Customers?

Some of the energy and ammunition spent on prospects and new customers might well be diverted to getting the old ones back on your books, and to strengthening your hold on the good stand-by's of the present.

The right sort of institutional book, or a series of mailing pieces written in the right key, would help to strengthen existing ties or to renew old friendships.

We like to be consulted about problems of this sort.

CHARLES FRANCIS PRESS

461 Eighth Avenue Telephone Lackawanna 4300

Printing Crafts Building, New York

A Bonus Plan Based on the Salesman's General Results

This Plan Takes into Consideration the Fact That All Territories Are Not Equal in Sales Producing Opportunities

By Frank L. Foreman

Vice-President and Sales Manager, Peckham-Foreman, Inc.

ANY bonus plan or salesman's contest I ever heard of brought forward comments from the men, such as, "How can I win it in my small territory?" "If that sales manager would take his feet off the desk and come out here I would show him what happened to the corn crop in my territory," or "It's easy enough for those fellows in the office to make quotas, but if they had my territory they would not sell my quota." Salesmen are apt to be sensitive and suspicious. They usually are ready to resent a snappy letter from headquarters, or a sales manager's letter saying the territory should show such and such a figure. The salesmen are very often justified in their resentment, too.

This is the first year we have ever offered a bonus to the salesmen, and the following letter which went to all the men best illustrates the basis on which the bonuses will be awarded.

* * *

For some time we have been trying to work out a method of recognition for the salesman who during the year shows by his general ability, work and judgment that he succeeded in getting the best results from his territory. We have never been strong believers in quotas or sales bonuses because we have always felt that there were many other things to be considered in a man's intrinsic value to his concern. We now feel that we have the fairest and squarest method to determine his true worth.

For the year 1927 we will give three cash prizes: \$1,000 to the salesman ranking first in his measure of service to Peckham-Foreman, Inc.; \$350 to the salesman ranking second; \$150 to the salesman ranking third.

These prizes can be won by the side-line man, the man with the \$100,000 territory or the \$10,000 territory. The award can be won by the same man for ten years straight. A man with us the first year can win it as well as the man with us for many years. There are no restrictions, limitations or obligations. It will be won by the salesman showing himself to be a hard worker with good judgment and one who intelligently sells his trade; a man who works with Peckham-Foreman, and not just for himself; a man who can stand on his feet and keep his head up when business is not easy to get, and one who will fight if necessary for something he thinks right and yet by being diplomatic will adjust a delicate situation fairly and to the satisfaction of all concerned. *This is a true salesman.*

The award will be made by a committee of judges consisting of every department head, so that a salesman's record will be judged from every angle.

POINTS TO BE CONSIDERED

The following points will play a big part in the judges' decision:

1. Sales.

The general conditions of every territory will be considered. We realize that some territories are very much dependent upon the crops, etc., and that the buying power of a territory is affected by adverse local conditions.

2. Co-operation with the Sales Department.

Has the salesman intelligently sold his trade or did he load up his customers and thereby increase returns from his territory? Did he ever exceed his authority by accepting an order which he knew was contrary to instructions or the policy of the house? Did the

salesman allow dating other than that usually given? Has he carried and shown *all samples* to his trade, or did he cut down his line and sell just a few models? In short, is he a salesman or just an order taker?

3. Coverage of Territory.

Did the salesman thoroughly cover his territory? Did he go back and sell to those whom he missed on his previous trip? Did he fail to cover towns a little hard to get to? Did he confine to many accounts because it was the easier way?

4. New Accounts.

The number of new accounts opened by the salesman, taking into consideration whether he got the better rated stores or just the third raters.

5. Co-operation with the Credit Department.

Has the salesman worked with the credit department by securing the necessary information, references, etc., on a new account? When he knew a customer's credit was limited, did he just take as large an order as possible and "pass the buck" to the credit department, or did he show good judgment by booking two orders for different delivery dates so that the payment of the first shipment would be due before delivery of the second order?

6. Co-operation with Advertising.

Did the salesman realize the tremendous expenditure made by us in advertising and did he make the most of it? Did he get his customers to tie up with our advertising by having window displays on the dates our advertisements appeared? Did he impress upon the trade what our advertising meant to his customers in the sale of our products?

7. General Reaction from the Trade.

Did the salesman have misunderstandings with his customers? Were the returns heavy in his territory because of poor salesmanship on his part, or wrong impression given the customers that they could return merchandise? The general regard the trade has for him.

The award will be made around

March 1, 1928, which will give us time to check up on all returns, bad accounts, etc.

The judges will be: the President and General Executive; Vice-President and Sales Manager; Secretary and Production Manager; Assistant Treasurer and Credit Manager, and Advertising Counselor.

* * *

It is rather early in the year to get the reaction to it, but already one man, who previously ran wild in booking an order from a concern of doubtful credit, is now splitting the orders into two or more shipments so that the first shipment will be paid for before the next is shipped.

One customer returned some merchandise stating that the salesman authorized him to do so. When the salesman was spoken to he denied it but said he would adjust the matter and hoped it would not count against him for the bonus. This same man in previous instances of this kind left it to us to do the adjusting.

Another salesman wrote a special letter deplored some mistakes he had made on his orders, but mentioned it would not happen again and hoped it would not stop him from winning the bonus.

These little incidents just tend to show the effect of the plan. We hope, and sincerely believe, that much useless correspondence with the salesmen, due to errors, will be eliminated and we look for more co-operation on their part with all departments.

H. W. Richards Joins Toledo Agency

Howard W. Richards, recently advertising manager of the Meyer-Jonasson Company, Toledo, Ohio, has joined the Stalker-Ewell Company, advertising agency, also of Toledo.

Appoints Lindenstein-Kimball, Inc.

The Tyrone, Pa., *Herald* has appointed Lindenstein-Kimball, Inc., publishers' representative, as its foreign advertising representative.

James G. Bateman, assistant sales manager of the National Tube Company, died at New York on February 3. He was forty-nine years old.

The Time and The Place

EVENING . . . relaxation . . . at peace with the world . . . Father and Mother discussing the purchase of a new dining room suite . . . or a phonograph . . . or a rug . . . or a new suit for Johnny . . .

Advertising that reaches the HOME and reaches it at a time when there is ample opportunity to consider the sales message, stands the best chance of accomplishing its objective.

The big HOME newspaper of Chicago is the Evening American.

CHICAGO AMERICAN
A good newspaper

Correspondence Schools Organize to Improve Merchandising Practices

*Washington Bureau
of PRINTERS' INK*

THREE are two important and rather unusual purposes behind the recent organization of the National Home Study Council, which is really a trade association of correspondence schools. In the first place, the headquarters of the Council are located in Washington, in order that there may be close co-operation between the organization and the Federal Trade Commission. Secondly, the code of ethics adopted by the Council plainly indicates that a primary purpose is the substitution of fair and ethical selling and advertising practices for the misrepresentations that have been frequently used by some of the schools.

The Council was organized on October 29, 1926. The last meeting was held on January 11 and 12, in Chicago. At this meeting, a code of ethical business practices was unanimously adopted. While the membership is still numerically small, it controls about one-third of the volume of the entire correspondence school field. Applications for membership, filed by eleven schools, are under consideration.

Under the heading of "Advertising and Selling" the code contains sixteen separate practices, the most important of which are as follows:

"We shall avoid scrupulously all overstatements or misrepresentations of any kind in our own behalf, either in advertising or in personal salesmanship."

"We shall refrain from representing, directly or indirectly, by advertisements, circular letters or otherwise, that students will be given free of charge any commodity or service, when in fact it is charged for and the amount included in the price paid by the student for the course of instruction."

"We shall refrain from the use, directly or indirectly, of blind ads or other ads that purport or imply the offer of jobs when in fact no jobs are available."

"We shall refrain from representing special prices when in fact the said smaller amount is the regular and usual rate for the course or service."

"We shall avoid making limited offers such as to a special number of prospects

or limited time offers, when in fact the terms offered are regular and available to all."

"We shall represent the earnings and achievements of students and graduates on the basis of representative facts and in such manner as to show the reasonable realizations that may be expected."

"We shall refrain from guaranteeing jobs or specific raise of pay, while recognizing that placement service designed to facilitate proper employment or advancement of students are proper and laudable activities."

Every applicant for membership is required to send all advertising and printed sales material in use to the office with his application. If the applicant is using any methods or making any statements that conflict with the code of ethics, his application will not be accepted until all misstatements or disapproved practices have been eliminated from his merchandising material.

"However," Dr. J. S. Noffsinger, director of the council, explained, "we already have in our files practically a complete record of all of the sales and advertising methods in the field. We have the material sent out by 560 schools, and we are now making a thorough study for the purpose of recording the activities of every school in the country, and our efforts to establish ethical practices will not be confined to our membership."

"At our last meeting in Chicago, we discussed the advisability of a national advertising campaign. There is no doubt that advertising on a co-operative basis is needed to sell the idea of home-study courses to the public, especially in the adult field where the correspondence school is a most practicable means of education. And while we did not decide to launch a campaign, I do not hesitate to say that we are definitely planning on using national advertising to sell the values of home-study to the public."

Typewriter Ribbon Account for C. P. McDonald Agency

The Manifold Supplies Company, Brooklyn, N. Y., manufacturer of Panama typewriter ribbons and carbon papers, has placed its advertising account with the C. P. McDonald Company, Inc., New York advertising agency. Magazines and business papers will be used.

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Another *first* for the Herald-Traveller "Total Display Advertising"

A NUMBER of notable accomplishments were enrolled on the Herald-Traveller record book for the year 1926.

Again a dominant leadership was annexed in total national advertising—including all financial, automobile and publication advertising.

But an even greater performance is the grand total of all display advertising which appeared in Boston newspapers during the past year—certainly an acknowledgment of the responsiveness of Herald-Traveller readers, and of the fact that only the Herald-Traveller covers one group—and the more important one—of the Boston market.

Total Display 1926

Herald	(7 days).....	12,003,970
Post	(7 days).....	11,754,199
Globe	(7 days).....	11,728,258
Transcript	(6 days).....	4,955,545
American	(6 days).....	4,455,949
Advertiser	(7 days).....	4,399,296

BOSTON HERALD-TRAVELER

Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Avenue, New York
914 Peoples Gas Bldg., Chicago



For six years the Herald-Traveller has been the first among Boston daily newspapers in national advertising, including all financial advertising.

15,342 letters in reply to one article



Look at this avalanche of letters—a mail—that has almost snowed J. A. Hendriks under. You might think he was a popular Hollywood movie star.

As a matter of fact, Hendriks is a

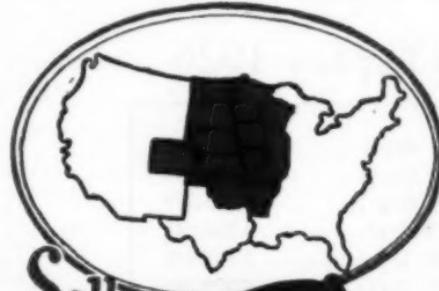
county agent in Kansas. All correspondence comes from readers of Capper's Farmer.

Hendriks had something to tell farmers about his method of raising baby chicks—a method he covered that cuts the mortality rate among chicks and means big money to the farmer.

So he told his story in the January issue of Capper's Farmer where it could be read by 800,000 midwestern farmers.

Their letters began to pour in at once—by tens, hundreds, thousands—asking for more

Circulation 815,000



Sell
this
Territory
thru

Capper's

THE MIDRIFF OF THE WORLD

Send more in every mail

tion. When this picture was taken, 15,342 letters had arrived, and no sign of stopping. And this is only the beginning of the season! This is the sort of response you get from Capper's Farmer readers!

100 subscribers, plus. Intelligent, progressive farmers of the midwest. Always on the lookout for ways to improve their farms and living conditions. Prosperous, too. Amply able to satisfy their needs and desires.

Farmers read Capper's Farmer religiously as you agency men advertising managers read Printers' Ink. They read it page by page, word by word—save every

month's issue. They depend on the information in it, written for practical farmers by practical farmers,—men just like this County Agent Hendriks.

You have a story to tell these people, too. It may be about motor trucks or milking machines, wall paper or linoleum, radios or cook stoves, soap or beans—it makes no difference. Whatever your message, you can count on its being seen and read if it appears in Capper's Farmer.

Take another look at the picture of Hendriks and his 15,342 letters—in answer to one article. And you'll agree—Capper's Farmer pulls!

Published at Topeka, Kansas, by Arthur Capper

CAPPERGRAMS

Thirteen Midwestern States covered by Capper's Farmer have only 38.8% of the farmers of the United States, yet they produce

54.5% of the corn
59.6% of the wheat
48.0% of the cotton
and possess

57.7% of the value of
the livestock
62.1% of the value of
farm lands.

As for rural buying power, this income is almost equal to that of the rest of the United States combined.

Farmer

M. L. Crowther
Advertising Manager

LD THE MIDWEST OF THE NATION

add to examples
of touching faith
—the advertisers
who fall for the
zone ozone
of newspapers that
fall short of giving
full measure of
circulation in their
logical localities
the Detroit Times
claims no fame
or influence outside
its local field
and *that is*
greater Detroit area.

The 125 Leading Magazine Ad- vertisers of 1926

THROUGH the co-operation of the *National Advertising Records*, published by the Denney Publishing Company, there is printed below a list of the 125 leading advertisers in a total of ninety-four magazines. These publications include seventy-nine monthlies, ten weeklies and five semi-monthlies.

It is necessary to emphasize the fact that the figures which appear below do not represent the total appropriations of these 125 advertisers. The figures do not include the sums invested by these advertisers in such mediums as newspapers, business papers, farm publications, direct-mail, outdoor advertising, car cards, etc.

Note should also be made of the fact that in the case of the General Motors Corporation, and also in connection with certain of the other advertisers included in the compilation, the amount expended for advertising by the affiliated organizations is given separately as well as in a grand total.

General Motors Corp.	\$4,683,826
Including:	
Chevrolet Motor Co.	\$972,144
Buick Motor Co.	970,534
Fisher Body Corp.	496,970
Cadillac Motor Co.	472,130
Olds Motor Works	446,896
Frigidaire Corp.	439,450
Oakland & Pontiac	322,600
Institutional	256,700
AC Spark Plug Co.	140,000
Delco-Light Corp.	64,609
Remy Electric Co.	36,000
Dayton Eng. Lab.	22,000
New Departure Mfg. Co.	14,480
Hyatt Roller Bear.	14,175
United Motors Serv.	7,638
Klaxon Company	7,500
Postum Cereal Co.	3,027,019
Including:	
Postum Cereal Co.	2,061,501
Jell-O Company	544,950
Igleheart Bros.	267,400
Minute Tapioca Co.	153,168
Procter & Gamble Company	2,626,274
Lambert Pharmacal Co.	2,158,750
Campbell's Soup Company	2,024,786
Fleischmann Company	1,573,428
R. J. Reynolds Tobacco Co.	1,533,850

Congoleum - Nairn, Inc.	\$1,429,975
Chrysler Motor Corp.	1,264,781
Dodge Brothers (Including Graham)	1,238,449
Lever Bros. Co.	1,114,395
Willys-Overland, Inc.	1,103,888
Palmolive Company	985,570
Kotex Co. & Kleenex Co.	982,084
Lehn & Fink, Inc. Including:	973,916
Pebeco, Inc.	417,170
Lysol, Inc.	290,210
A. S. Hindu Co.	266,536
Armstrong Cork Co. (Including Armstrong Cork & Insulation Co.)	938,850
S. C. Johnson & Son American Tobacco Co., Inc.	897,720
Andrew Jergens Co. General Electric Company	888,367
Quaker Oats Co.	887,950
Vacuum Oil Co.	882,575
Pepsondent Company	862,162
Bristol-Myers Co.	834,300
Pompeian Company	831,794
Cudahy Packing Co.	818,784
Victor Talking Machine Co.	806,099
Pond's Extract Co. (Lamont, Corliss & Company)	786,393
Royal Baking Powder Co.	775,800
E. I. du Pont de Nemours & Co., Inc.	762,033
Liggett & Myers Tobacco Co.	737,550
Packard Motor Car Co.	722,469
Swift & Company	716,737
Texas Company	709,160
California Packing Corp.	698,600
Radio Corp. of America	688,475
Union Carbide & Carbon Corp. Including:	681,580
Nat'l Carbon Co., Inc.	678,185
Prest-O-Lite Co., Inc.	517,598
Carbide & Carbon Chemical Corp.	159,087
Ford Motor Company Including:	1,500
Ford Motor Car	418,550
Lincoln Motor	256,260
Southern Cotton Oil Trading Co.	664,310
Cream of Wheat Co.	598,050
International Silver Co.	586,825
Fels & Company	579,828
Atwater Kent Mfg. Co.	573,056
Valentine & Company	569,008
Borden Company	562,220
Forhan Company	556,367
Famous Players-Lasky Corp.	545,476
H. J. Heinz Co.	545,097

Sun-Maid Raisin Growers of Calif.	\$537,210	Wheatena Company	\$316,979
Washburn-Crosby Co.	537,080	Pro-phy-lactic Brush Co.	315,343
Bon-Ami Company	532,550	Pillsbury Flour Mills Co.	311,028
Cheek-Neal Coffee Co.	515,850	Bauer & Black	308,164
Eastman Kodak Co.	509,265	Reid, Murdoch & Co.	308,100
E. R. Squibb & Sons	507,526	Franklin Automobile Co.	307,650
Firestone Tire & Rubber Co. (Including Firestone Footwear Co.)	502,351	W. A. Sheaffer Pen Co.	306,740
Metropolitan Life Ins. Co.	497,630	Coty, Inc.	304,114
United States Rubber Co.	496,488	American Telephone & Telegraph Co. & Assoc. Co.'s	302,867
Coral Gables Chamber of Commerce	494,925	Scott Paper Co.	300,900
Oneida Community, Ltd.	490,187	Johns-Manville, Inc.	297,550
Hollywood Resort & Industrial Board	477,700	Stewart-Warner Speedometer Corp.	296,300
Parker Pen Company	457,880	Standard Sanitary Mfg. Co.	293,200
Nash Motors Co.	449,250	Selby Shoe Company	292,410
R. L. Watkins Co.	445,090	Kellogg Company	290,121
Paige-Detroit Motor Car Co.	439,150	Libby McNeill & Libby	288,100
Western Electric Co. Including:	438,631	Kraft Cheese Co.	286,300
Western Electric Co.	\$256,881	Kroehler Mfg. Co.	285,500
Graybar Electric Co.	181,750	Fansteel Products Co., Inc.	284,581
Durant Motors, Inc.	437,490	Bird & Son, Inc.	282,700
Goodyear Tire & Rubber Co.	436,388	Beech-Nut Packing Co.	281,024
Hudson-Essex Motor Car Co.	430,750	Champion Spark Plug Co.	280,794
Hupp Motor Car Co.	422,875	Holeproof Hosiery Co.	280,550
Fisk Tire Co., Inc. (Including Federal Rubber Mfg. Co.)	407,878	Elgin National Watch Co.	273,570
Crane Company	399,195	Three-in-One Oil Co.	271,588
Real Silk Hosiery Mills	396,337	Sherwin-Williams Co.	267,410
United States Gypsum Co.	390,382	Detroit White Lead Works	265,700
Studebaker Corp of America	387,435	Timken Roller Bearing Co.	265,700
Coca-Cola Company	385,150	American School	265,364
United Fruit Co. Including:	376,587	Wander Company	264,714
Fruit Dispatch Co.	355,700	Willard Storage Battery Co.	263,650
United Fruit Co.	20,887	J. B. Williams Co.	258,062
American Radiator Company	363,620	Mohawk Carpet Mills, Inc.	257,600
Mennen Company	359,021		
National Cash Register Co.	354,265		
Kohler Company	353,620		
Montgomery Ward & Co.	350,718		
Burroughs Adding Machine Co.	349,822		
Hoover Company	345,060		
California Fruit Growers Exchange	344,753		
Simmons Company	343,100		
Endicott-Johnson	341,246		
La Salle Extension University	337,709		
S. F. Whitman & Son, Inc.	335,170		
Ass'n of Hawaiian Pineapple Canneries	334,175		
Marmon Company	333,065		
B. F. Goodrich Rubber Co.	331,093		
Northam Warren Corp.	325,275		

St. Louis Accounts for Porter-Eastman-Byrne

The St. Louis Music Company, manufacturer of Okeh phonograph records and musical instruments; the Falstaff Corporation, brewer; A. S. Knapp & Company, drug products, and the Horoco Manufacturing Company, toilet preparations, all of St. Louis, have placed their advertising accounts with the Porter-Eastman-Byrne Company, Chicago advertising agency. These accounts will be directed by the St. Louis office of the agency.

Vick Chemical Earnings

The Vick Chemical Company, and subsidiary, Greensboro, N. C., Vicks Vapo Rub, report that sales and earnings established a new high record during the six months ended December 31, when net income amounted to \$1,323,814, after charges and estimated taxes. Net income in the corresponding period of 1925 amounted to \$1,240,882.

\$316,979
315,343
311,028
308,164
308,100
307,650
306,740
304,214

302,867
300,900
297,550

296,300
293,200
292,410
290,121

288,100
286,300
285,500

284,581
282,700

281,024
280,794
280,550

273,570
271,588
267,410

265,700
265,364
264,714

263,650
258,062

257,600

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taxes.
period

"A New Market for Securities"

THIS is the title of a brochure that describes a new and ever-widening market for the distribution of investment securities. It should be in the hands of every one interested in the sale of securities through advertising.

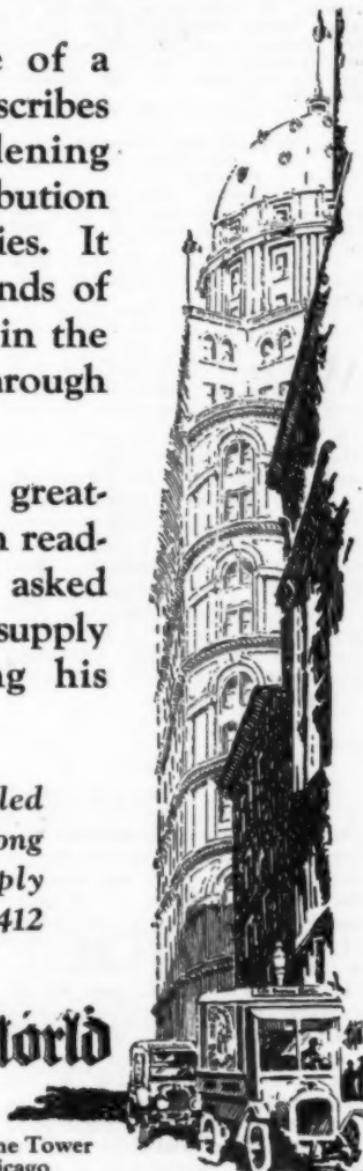
One of the country's greatest industrialists, upon reading it, immediately asked for a sufficient extra supply to distribute among his executives.

Copies will be mailed without charge as long as the limited supply lasts. Address Room 412

The  **World**
NEW YORK

Pulitzer Building
New York

Tribune Tower
Chicago



Feb. 10, 1927

Eminent Men on Advertising

THE AMERICAN ART WORKS
COSHOCOTON, OHIO

Editor of PRINTERS' INK:

Will you be kind enough to advise us if there is a book published containing sayings or advertising mottoes by widely known advertising writers, business executives and statesmen. President Coolidge, for instance, we believe has expressed some very apt thoughts along this line.

THE AMERICAN ART WORKS

HOWLAND AND HOWLAND
NEW YORK

Editor of PRINTERS' INK:

Quite frequently I have had need of quotations by prominent men as to the results received by them through their advertising.

I am wondering if PRINTERS' INK has any such list of quotations available?

HOWLAND AND HOWLAND
A. W. HOWLAND.

WE know of no book that will give the information these correspondents seek. The files of PRINTERS' INK and PRINTERS' INK MONTHLY are the best sources for such information that we know of.

A few selected statements from men high in public and business life will, we believe, serve the purposes of our correspondents perhaps even better than a thick compendium that has no end. We give below several statements as they appeared either in PRINTERS' INK or PRINTERS' INK MONTHLY.

President Coolidge:

"Advertising is the life of trade."

William Allen White:

"Advertising is the genie which is transforming America into a place of comfort, luxury and ease for the millions. Advertising in the last twenty years has changed the economic status of at least one-fifth, and probably one-fourth, of our people; raising them from a lower to a higher standard, increasing their wants; and, by increasing their wants, increasing their ambitions, and hence their capacities and also their purchasing power. Advertising is the Archimedean lever that is moving the world. If the things were done in another and elder age that advertising is doing now, a whole mythology would gather about it,

and we should witness the birth of a young god—powerful, restless, indomitable and wise, dominating. He would flash in the sylvan glades of the want advertisements and disport himself in the sunny whiteness of the department stores' wide spaces. But what a god he would be! How beneficent, how omniscient, how powerful!"

Lord Leverhulme:

"Advertising that does not claim too much does great good. It increases the turnover and pays for itself. The increased turnover resulting from advertising more than pays for the apparent increase in cost. The consumer pays no more, because the producer can accept a smaller margin of profit because of his great sales. A manufacturer can never look to the public to pay any of his advertising costs."

Cyrus H. K. Curtis:

"Advertising is the essence of public contact."

John N. Willys, president, Willys-Overland, Inc.:

"I can hardly conceive of any manufacturing business rising to the full limit of its opportunity without advertising. It is my honest belief that advertising must be counted upon to do considerably more than half the actual selling."

Dr. J. T. Dorrance, president, Campbell Soup Company:

"Advertising is the principle of mass production applied to selling."

—[Ed. PRINTERS' INK.]

Page Estate Buys Wilmington, N. C., "Star"

The Wilmington, N. C., *Star* has been bought by the Page Estate, Columbus, Ga. R. B. Page has assumed management of this newspaper.

Southern Dairies Sales Increase

The Southern Dairies, Inc., Washington, D. C., chain operator, reports that gross sales of the company for 1926 totaled \$11,124,859, against \$9,045,850 in 1925.

E. G. Pratt Joins Smokador

Elon G. Pratt has joined the Smokador Manufacturing Company, New York, as general manager. He was formerly with The Corman Company, Inc., also of New York.

Taking 'em One by One

"Local, national, classified, total" give an accurate picture of the advertising situation, but taking the advertisers one by one is putting that situation under the microscope.

For instance, the largest single user of newspaper space in New Orleans (the largest department store in the city) placed 1926 advertising as follows:

The Times-Picayune . . .	1,026,650
The Item	446,250
The States	412,507
The Tribune	400,583



In the total lineage for 1926 of all department stores
The Times-Picayune was easily predominant.

The Times-Picayune

IN NEW ORLEANS

Member 100,000 Group of American Cities, Inc.

Representatives: Cone, Rothenburg and Noee, Inc.

Pacific Coast Representatives: R. J. Bidwell Co.

A Class Magazine

Because of its literary excellence *Cosmopolitan* is inherently a class magazine, selecting an intelligent, discriminating audience.

Note the world-famous contributors to March.

3 Serials

- | | | |
|---|--------------------------|----|
| The Mating Call
<small>Illustrations by W. B. King</small> | by Rex Beach | 26 |
| The Bacchante
<small>Illustrations by W. Smithson Brodhead</small> | by Robert Hichens | 82 |
| The Old Countess
<small>Illustration by Walt Louderback</small> | by Anne Douglas Sedgwick | 92 |

A Two-Part Story

- | | | |
|--|----------------|----|
| "It"
<small>Illustration by John La Gatta</small> | by Elinor Glyn | 64 |
|--|----------------|----|

12 Short Stories

- | | | |
|--|--------------------------|----|
| Nothing Matters; Everything Goes
<small>Illustration by Hans Flatau</small> | by Benito Mussolini | 20 |
| Blue Blood
<small>Illustrations by H. R. Ballinger</small> | by Edna Ferber | 22 |
| Pals in Paradise
<small>Illustrations by Forrest C. Crooks</small> | by Peter B. Kyne | 36 |
| Granny
<small>Illustrations by Robert W. Stewart</small> | by Rupert Hughes | 40 |
| Learn about Women from Me
<small>Illustrations by Harrison Fisher</small> | by Arthur Somers Roche | 44 |
| The Best-Laid Plans of a Man in Love
<small>Illustrations by Sydney Seymour-Lucas</small> | by Edgar Wallace | 50 |
| Helene of Troy, New York
<small>Illustrations by Charles D. Mitchell</small> | by H. C. Witwer | 54 |
| Annie Laurie
<small>Illustrations by Marshall Frentz</small> | by Zona Gale | 60 |
| Gossip!
<small>Illustrations by W. D. Stevens</small> | by Gouverneur Morris | 68 |
| Dreams Do Come True
<small>Illustration by James Montgomery Flagg</small> | by Kathleen Norris | 72 |
| Romance in a Washing Machine
<small>Illustrations by R. F. Schabellitz</small> | by Royal Brown | 78 |
| The Troublesome Double
<small>Illustration by Dalton Stevens</small> | by E. Phillips Oppenheim | 96 |

9 Features

He's a Grand Old Man by Frazier Hunt	17
Equal Rights for Men by Charles Dana Gibson	18
Famous Femmales from Heestory <i>Illustrations by The Author</i> by Milt Gross	32
Secrets of the White House by Elizabeth Jaffray	34
Big Cats by Prince William of Sweden <i>Illustration by Charles Livingston Bull</i>	48
This Hands-Across-the-Sea Stuff by Irvin S. Cobb	58
Then and Now by George Ade	76
I Wish I Were Homely by Margery H. Lawrence	88
Tad <i>Cartoon by Tad</i>	90
Cover Design by Harrison Fisher	

Association with this great group of famous authors automatically lends prestige to the advertising pages, just as a measure of distinction attaches to a personal association with such a distinguished group.

In more than a million and a half homes this prestige will be manifest. Homes where quality rather than price is the first consideration. For Cosmopolitan families pay a higher price for Cosmopolitan—35 cents—an amount which will buy several ordinary magazines.

And to make such a group doubly attractive as a market for the advertiser, 90% of these families are concentrated in the important buying centers where 80% of the nation's business is done, where selling is easiest and most economical and where the best dealers are located.

Cosmopolitan is indeed a *primary medium* reaching a *primary market* for quality products.

Let a Cosmopolitan representative give you further information.

Advertising Offices:

326 W. Madison St. Chicago, Illinois	119 W. 40th St. New York City	5 Winthrop Square Boston, Mass.
Gen'l Motors Bldg. Detroit, Michigan		625 Market Street San Francisco, Cal.

The Dairy Farmer

is as National in its Viewpoint as in its Circulation

IT makes no effort to become a trade paper of the agricultural industry, but it does serve thoroughly and authoritatively the dairy farmers of America.

As a monthly, it will devote more space than ever to the actual business of the dairyman, covering such important problems as production, marketing, feeding and breeding.

And more, the dairy farm home will become one of the strongest departments in the monthly publication. Articles filled with suggestions on equipping, furnishing and maintaining the better homes usually found on dairy farms, and a regular recipe department will add greatly to the interest of the dairy farm housewife.

Recognized the authority in leading dairy circles, the monthly *Dairy Farmer* beginning with the March issue will be far and away the foremost publication through which to reach the better class farm families.

THE
Dairy Farmer

E. T. Meredith, Publisher

"The National Dairy Farm Magazine"

The Proper Word—at the Proper Time—in the Proper Place - - -

A Copy Writer's Creed

By Amos Bradbury

A SHORT time ago, a fiction writer who, as his bread and butter job, writes advertising copy in an agency, was talking with a group of men. He told them how he had dug out from the obscurity of one of the drawers in his desk several manuscripts which he had written five years ago. Each manuscript had been rejected by some magazine. The writer went over each of them carefully. He decided that the reason they were returned was that his choice of words was not right. He revised each manuscript and substituted better words for those which seemed to lack the quality of definiteness. Words which were simple and accurate took the place of long words. Words, the meaning of which had become slightly changed, were displaced by those carefully chosen to fit the moment.

As a result of this revision, four of the five manuscripts were sold. This experience was so interesting that the copy writer then dug out of his files some copy which he had written five or more years ago and applied to it the same process. It was surprising, he told his audience, how many words had changed in meaning in even so short a period as five years. Words which were previously quite definite and clear had taken on vaguer shades of meaning. Some words were entirely exhausted from overwork and were surprisingly weak in their implications.

He recommended this plan of polishing up old material to any man who deals with writing. For, as he put it, "the object of the fiction writer and of the copy writer is the same in several important particulars. They must both aim to interest and please. Words are the tools of both the copy writer and the fiction writer and if these tools become dull

with over-use, exhausted from too much work, they must be discarded in favor of better ones." It had been his experience, he said, that this re-examination of old work gave him a sense of progress and of confidence.

The copy writer's conversation led to a general discussion on words, their meaning and their changes. Shades of meaning came up for discussion. There was an interesting talk on the differences in meaning between such words as "apology," "extenuation," "retraction," "excuse," "decrease" and "depreciation."

Ever since this talk I have been thinking about words and their similarity to tools. For it is true that just as a cabinet maker works with his plane and sandpaper to create the finished job, so the copy writer uses his words with a real skill and precision. As the sculptor takes his marble or the modeler his clay, and chisels or molds it into permanent form, so the copy writer uses words to mold a finished and pleasing result. For the object of writing is not merely to write but to put down on paper exactly what you mean. While this is commonly understood so far as books or making one's will or writing an explicit letter is concerned, it is not so generally accepted in the case of advertising copy.

THE COPY WRITER IS RESTRICTED

It must be admitted, however, that the copy writer works under singular limitations. In other arts, the use of a plastic material like the modeler's clay is possible. The writer, alone, is condemned to work in mosaic with rigid words. As Robert Louis Stevenson once said: "You have seen those blocks dear to the nursery. This one is a pillar, that one a window or a vase. It is with blocks of just

such arbitrary size and figure that the literary architect is condemned to design in the palace of his art."

Nor is this all. For since these blocks or words are the acknowledged currency of our daily affairs, there is here possible none of those suppressions by which other arts obtain release, continuity and vigor. There are no inscrutable shadows as in paintings, no blank wall as in architecture. Every word, phrase, sentence and paragraph must move in a logical progression and convey a definite conventional import.

Continuing with the same subject, Stevenson says: "The first merit which attracts in the pages of a good writer or the talk of a brilliant conversationalist is the apt choice and contrast of the words he employs. It is, indeed, a difficult art to take these blocks rudely conceived for the purpose of the market, and by tact of application put them to the finest meanings and distinction, restore to them their final energy, wittily shift them to other issues, or make of them a drum to rouse the feelings."

Just as words in the writings of Thomas Carlyle seem electrified with burning energy, so the words of Macaulay, while they convey his meaning harmoniously enough, slide from the memory too quickly. Carlyle, therefore, would have made a far better copy writer than Macaulay. Yet a study of the advertising pages leads me to the fear that the Macaulay style of harmonious expression is being used more than the clearer, finer-cut style of Carlyle. Too many copy writers, it seems to me, mistake fine and harmonious writing for definite, clear and concise writing.

The writer who would select his tools and give them as much care as the carpenter does, should take a look into history to see how some of the writers who had to influence thousands of people, took time to choose the right tools. Thomas Jefferson took no less than eighteen days to write the Declaration of Independence. Balzac wrote and published forty volumes before he felt

able to use words well enough to write a book to which he was willing to put his own name. This was called "Les Chouans" and it proved the turning point in his career. Victor Hugo made no less than eleven revisions of "La Légende des Siècles." Bacon, something like the copy writer just mentioned, wrote "Novum Organum" and put it away for several years. Then he took it out and rewrote it. In all, he rewrote the book twelve times before it was finally published, which was when Bacon was sixty years old.

Huxley used more than 20,000 words in his writing and coined one, the word "agnostic." La Rochefoucauld rewrote many of his maxims thirty and forty times before they finally suited him. Coleridge in translating Schiller's "Wallenstein" chose words with much appropriateness. He inserted a passage not in the original with so much skill that Schiller re-translated it into German with his own. Racine spent two years in polishing up one book and Voltaire was known to toil a whole night over one sentence. These men polished their words, kept them oiled, watched for changes.

It is important that all who write copy keep a close eye on the quick changes in words. A look at the history of literature will help in this matter also. In Pepy's Diary for example, the word "success" used for "event" means failure, just the opposite from its meaning of today. We all know that the word "villain" first meant a villager. "Rivals" once meant neighbors who lived on the bank of a river. "Brat," now a vulgar word was once used in sacred verse, "O! Abraham's Brat. O! Brood of Blessed Seed." "Knave" meant formerly merely a young man. Both the words "pagan" and "heathen" come from words that signified a countryman or farmer. "Idiot" started out as a term for a private person, one who did not mix in politics or public affairs. "Simpleton" in the old days was a good word, a complimentary word. It meant a person of simple,

A La Carte Or Table D'hote



"Every article and story in Success Magazine held my interest, and, to back up my taste, the entire table of contents was read and appreciated by the other adults in the house. That is pretty good, it seems to me. And there is just one reason: Success Magazine is a rounded out, nicely balanced magazine, giving the reader a full mental repast, a la carte rather than table d'hote.

My personal opinion is that too many magazines tell us what we must digest mentally rather than find out what is digestible."

—From a Reader.

[*Have We Become a Dirty Minded People? Read "The Menace of Manufactured Smut," in March Issue*]

SUCCESS MAGAZINE

GRAYBAR BUILDING, NEW YORK CITY

straightforward ways and manners.

Such great and fundamental changes in words during the history of their use make it apparent that words must be changing all the time. An investigation will bear out that conclusion. The marketing vocabulary of the country changes continually. In the textile field, the word "converter" has taken on a totally different meaning from the one with which it started.

Recently, I saw a note to the effect that the Crofut & Knapp Company, producing a line of hats designed for the outdoor woman who votes, hikes, shoots and does many other things that formerly only men did, has totally discarded the use of the term "millinery" to denote its output. Millinery infers the dainty, clinging-vine type of woman. This concern wants a new and definite picture to be aroused by the name of its product. So "hats for women" has entirely replaced the word "millinery." Firms assuming contracts with Crofut & Knapp must agree to sell "hats for women" in a department distinct from millinery. "Hats for women" are made of felt in various head sizes, corresponding to the sizes in men's hats, each type being made in eighteen head sizes as well as in fifty-two different colors. O. B. Carter, in charge of the hats for women department of Crofut & Knapp, has stated that the idea of emphasizing this new name in place of the one which has a somewhat different meaning, has met with excellent response throughout the country.

It is easy enough to discover a long list of words which should be discarded and put away in moth balls because they have become overworked through long use. The editor of a men's clothing paper discovered that the word "newest" was used 1,225 times in 2,000 clothing advertisements. "Vast" was used by 875 advertisers, "value" by 610, "quality" by 445, "exclusive" by 400. More than 1,000 used "astonishing," "celebrated," "distinctive," "enormous," "extraordinary," "incom-

parable," "phenomenal," "sensational," "spectacular," "striking," and "wonderful." They are surely examples of words which have ceased to have real meaning, tools which have lost their cutting edges.

Choosing better words is a lifetime occupation. Men who study it for twenty or thirty years should get better as they go along. Sophocles did his best writing at ninety—let the copy writer remember that.

Each word is important. One word can make or break the selling value of a sentence, a phrase or a headline.

Each word is a tool which must be kept sharp.

John J. Rogers Heads Eisenlohr Company

John J. Rogers, formerly vice-president of Otto Eisenlohr & Bro., Inc., Philadelphia cigar manufacturer, has been elected president, succeeding Samuel T. Gilbert, resigned. R. G. Cunningham, secretary and treasurer, has been elected a director.

Gain in U. S. Hoffman Machinery Profit

For the year ended December 31, 1926, the U. S. Hoffman Machinery Corporation and subsidiaries, New York, clothes pressing machines, report a net profit of \$1,341,198, after charges, against \$1,301,889, in 1925.

P. W. Pennock Joins McGraw-Hill

Paul Willard Pennock has joined the copy department of the Cleveland office of the McGraw-Hill Publishing Company, Inc. He was formerly with The Powers-House Company, Cleveland advertising agency.

F. Y. Spencer Joins Cincinnati Agency

F. Y. Spencer, for the last four years with The Keeler & Stites Company, Cincinnati advertising agency, in charge of plan and copy, has joined the staff of the Archer Advertising Company, of that city.

Death of F. J. Buck

Frederick J. Buck, managing director of the Financial Advertising Company, Ltd., Montreal, died recently at that city. He was fifty-five years old.

The Auburn Automobile Company, Auburn, Ind., reports net earnings for 1926 of \$949,131, after charges and taxes, against \$750,263 for 1925.



Not many Retail Jewelers Build Twelve-Story Buildings

Building for Distinction!

Just a glimpse at the detail of the Greenleaf & Crosby Building.

Exterior — Imported African Black and Gold Marble base; and two-tone Terra Cotta above.

Interior — All woodwork of walnut; main entrance lobby, Terrazzo floor, Black Marble base, Pink Tennessee Marble Wainscot; all corridor floors of Terrazzo. Conveniences — Artificial ventilation, circulating ice water, hot and cold water throughout building, oil-burning heating equipment, three passenger-elevators.

—but, with all due modesty, not every city enjoys the same high percentage of purchasing power of Jacksonville!

The Greenleaf & Crosby Co., retail jewelers, strikingly represent the business alertness of the city; and their new 12-story office building again testifies to the complete confidence which Jacksonville Business holds in Florida people and their prosperity. In all the South there is no building more complete, more richly appointed or better arranged to meet the modern desire for attractiveness and convenience.

As a conspicuous addition to municipal architecture and as further evidence of economic substance and future, the Greenleaf & Crosby Building well merits the high regard of—

The Florida Times-Union
JACKSONVILLE, FLA.



Delineator Home Institute . . . : No. 2

The Dining Room

IN this French Provincial dining room on the 15th floor of the Butterick Building, many a savory meal is served that has been prepared in the kitchen of *Delineator Home Institute*. And, later, the most unusual, the most appetizing of these dishes are presented in *Delineator* itself as a suggestion for hundreds of thousands of modern homes. All part of *Delineator's* plan, you'll note, to further the Art of Gracious Living.

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Feb. 10, 1927

Feb. 10, 1927

PRINTERS' INK

55



No. 2

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the most
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hundreds
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living.

PANY



In the Hollow of A FARM WOMAN'S HAND

Farm women control the distribution of merchandise in more than 15,000 towns. They dominate the trade of merchants in these towns.

They hold the prosperity—and hence the buying policy—of these merchants in the hollow of their hands. When they show desire for a brand the merchant gladly stocks it. It is the surest way of holding the biggest percentage of his trade.

The manufacturer who secures acceptance of his brand from farm women has built an open road to dealer distribution in thousands of towns.

More than eight hundred thousand of these influential customers are regular readers of the only magazine edited exclusively for farm women,—

THE FARMER'S WIFE

A Magazine for Farm Women

Webb Publishing Company, Publishers
St. Paul, Minn.

Western Representatives
Standard Farm Papers, Inc.,
307 N. Michigan Ave.
Chicago, Ill.

Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

Let Uncle Sam Help Settle Your Export Trade Disputes

The Division of Commercial Laws of the Department of Commerce Is in a Position to Render Valuable Aid

*Washington Bureau
of Printers' Ink*

AN AMERICAN manufacturer of textiles sold a large order of his goods to a buyer in a distant port. Soon after delivery, the manufacturer received notice from the buyer that the goods were not up to standard, and that he wanted a reduction in the agreed price.

The manufacturer was willing to make an equitable adjustment, but he had his doubts concerning the genuineness of the claim. He had no representative in the buyer's territory, and he had found that correspondence furnished an unsatisfactory means of adjusting disputes of the kind in foreign countries. Therefore, he wrote the Division of Commercial Laws of the Department of Commerce about his problem, and requested that organization to do what it could toward uncovering the facts.

The division forwarded the information to one of the representatives of the department, a trade commissioner in the field, who called upon the buyer. The goods were found to be slightly off color, but the trade commissioner convinced the buyer that the slight color variation did not seriously impair the salability of the merchandise, and by discussing the subject of adjustment on the basis of fairness and equity he convinced the buyer that he was entitled to only a small reduction in the price. The tentative settlement which the trade commissioner submitted was readily accepted by the manufacturer.

About fifty cases of the kind, many that are more serious, are called to the attention of the Division of Commercial Laws every week by American exporters. Above every other consideration, the motive of the division is to promote American trade abroad by preventing serious misunder-

standings and by furnishing our exporters and counsel with accurate legal and sales information. Frequently, it has been found that a representative of the Government on the ground is able to adjust a claim which might otherwise result, not only in a severance of business relations between the parties involved, but also in the impairment of the reputations of American business men and goods.

This phase was emphasized by C. J. Junkin, chief of the division, when he discussed the subject of co-operation recently. "A complaint may result seriously or disastrously for an exporter," he explained, "and have its beginning in a simple and natural difference of opinion. Therefore, it is advisable for American manufacturers to bring their problems to us as soon as they arise. Our section of adjustments co-operates with the commodity divisions of the department and the officers of the Bureau of Foreign and Domestic Commerce at home and abroad, as well as with consular officers of the Department of State.

NO LEGAL OPINIONS

"We do not furnish legal opinions, however, since our aim is to help the lawyer and not supplant him. We engage in no litigation, and we make no collections. Neither do we supplant any private agency which adequately supplies the service requested; but in many cases we are glad to co-operate with private service organizations by furnishing them with information.

"The first aim of the division's service is to give the exporter an opportunity to save his reputation when disputes occur in his foreign markets, and to retain good-will for American merchandise. Nearly all foreign markets are exceedingly gossipy. Foreign buyers, as a rule,

are loud in their denunciations when they think they have a grievance, or when they have reason to believe that unfair advantage has been taken of them. When they are aggrieved they do great damage to the interests of our manufacturers abroad, and I think that our most important work is in allaying suspicion and preventing unfriendly attacks.

"While we make no collections, we frequently investigate the reasons for non-payment, and if there is no trade commissioner in the territory where the case arises, we request the State Department to furnish the service of a consular agent or other representative. This co-operation with the State Department is exceedingly gratifying, and it has been the means of saving large sums for American manufacturers.

"This service, when a manufacturer has no representative on the ground, results in a comprehensive sizing-up of conditions. If our man finds some technical question is the cause of the dispute, he may not be qualified to pass on the matter, but he can, and usually does, select a local man who is fully qualified and honest, and whose report on the question will be accepted by all parties involved.

"It has often happened that American firms have successfully sued foreign creditors, only to find that the judgment is worthless because of the creditor's irresponsibility or inability to pay. In cases of this kind, we are frequently able to furnish information which prevents a manufacturer from going into expensive and needless litigation.

"However, if we find that a creditor is in a position to pay but refuses to meet his obligation, we not only give the manufacturer this information, but we furnish him with the names of qualified attorneys who will take the necessary legal action for him. From the constantly increasing number of reports in our files we are able to cite court decisions and to explain legal procedure in practically all of the countries of the world, and this is of frequent aid to attorneys."

Even when unforeseen contingencies arise, as Mr. Junkin also explained, the division is usually able to offer invaluable assistance. As an example, not long ago an American manufacturer shipped six gas engines to a firm in a South American city. Before the arrival of the engines, the firm which bought them dissolved partnership. The manufacturer appealed to the Division of Commercial Laws, and that organization, in co-operation with the State Department, brought about a satisfactory arrangement. The consul-general located in the city arranged to have the goods accepted by other houses on consignment, and the engines were eventually sold without loss to the manufacturer.

HANDLING FRAUD

In cases of fraud, and there are many of them, the division is especially active. Last year, in following up a complaint of a manufacturer, it was found that a firm in British Guiana was attempting to defraud a large number of American exporters. The practice of this firm was to request lines of samples, and it was found that twenty-one other firms were operating in much the same way. The prompt action of the division resulted in the issuance of a fraud order against the firm by the Post Office Department.

Fortunately, the majority of the cases which are presented to the division are the result of misunderstandings or a divergence of opinion, and several interesting recent cases are of this kind. A few weeks ago, an exporter sold an order of apples to a distributor in one of the European countries. The buyer refused the shipment on the claim that the apples were not according to grade. It appeared that the shipper would lose a large part of the amount involved, which exceeded \$1,000. The division sent a trade commissioner to investigate, and while he could not induce the original purchaser to accept the goods, he was successful in convincing other distributors that the apples were up to quality. These other distributors bought the entire lot,

for Only One-Half Cent Apiece—

advertisers can place a full page beautifully illustrated rotogravure announcement in 320,000 homes in specified areas in the New York metropolitan district through

The New York Times Suburban Rotogravure Picture Sections, Tabloid Size

Intensified local interest and therefore attention—The New York Times quality of readers—the prestige and confidence which The Times

advertising columns create—the beauty of rotogravure—a greater suburban circulation than any other quality medium.

First issued in May, 1926—total volume of rotogravure advertising in the eight months of first year, 255,238 agate lines. The four sections are:

NEW JERSEY
BROOKLYN & LONG ISLAND
WESTCHESTER & CONNECTICUT
BRONX, HARLEM, WASHINGTON HEIGHTS

Advertising rate 45 cents an agate line each section, \$1.60 for all four.

The most economical purchase for national advertisers who wish to focus their appeal upon the suburban area.

The total net paid sale of The New York Times Sunday edition greatly exceeds 650,000 copies.

The New York Times

and the shipper's loss was only about \$8.

Another case involved a shipment of lumber to Egypt, which was worth approximately \$2,500, and which was refused by the buyer because of alleged improper grading. The trade commissioner who investigated the claim found that there was some justification for it, but he pointed out to the buyer that the variation was very slight, and that it probably would not affect resale prices. He induced the buyer to accept the entire shipment at a discount of only 2 per cent, which the shipper was entirely willing to allow. In cases of the kind, the usual demand is for about 20 per cent discount or more.

It is surprising how the economic conditions of a foreign country are indicated by both the number and nature of complaints. When money is tight and credits curtailed, or when the trend of commodity prices is downward, the records of the division show that foreign buyers are likely to grow exceedingly critical of American merchandise of all kinds. Claims of every sort increase in number. When those who make them are faced by a representative of the United States Government, who is patently anxious to encourage adjustment on the basis of good-will and square dealing, in the vast majority of cases prejudice and extravagance are eliminated, and adjustment is made on an equitable basis.

CASES DUE TO CARELESSNESS

Strangely, however, most of the cases are the result of carelessness on the part of American exporters. Mr. Junkin said, as an estimate, that at least 75 per cent of all disputes brought to the attention of the division indicate that failure to investigate credit standing of buyers is the cause. He related one experience which is an exaggeration of typical cases, but it is valuable because it illustrates most of the common mistakes of exporters who get into trouble.

More than three years ago, an American manufacturer of hosiery shipped a bill of \$1,200 worth of

goods to a firm in India on ninety days' time, upon the representation that the firm had received similar credit terms from British houses. The manufacturer made no attempt to verify this representation, nor did he make any investigation of credit information, although the order was made up with special markings and packings and could not be sold readily through any other channel.

Pending the arrival of the goods, the Indian firm represented its ability to act as a sales agent for the American manufacturer, provided the latter agreed that the goods should be delivered on a consignment basis. This proposition the manufacturer accepted; but the Indian firm delayed withdrawal of the goods, and explained its delay by writing that unexpected but temporary financial embarrassment made the payment of \$400 duty impossible. The manufacturer was anxious for selling representation, so he paid the \$400 and ordered the goods released to the consignee.

Some weeks later, the Indian firm wrote the manufacturer and claimed that Continental exporters were underselling its prices, and that it would be necessary for the manufacturer to reduce his prices if the goods were to be resold. By this time, the manufacturer began to realize that he was being defrauded; but he could not sell his merchandise to any other firm because of the special markings, and he was compelled to reduce his prices 25 per cent below those agreed to under the consignment proposition. Even at the reduced prices the consignee did not resell the goods, and later demanded a further reduction on the claim that the goods had deteriorated because of climatic conditions.

During this time, the consignee did not remit for any part of the merchandise, and about three years after shipment the manufacturer referred the matter to the Division of Commercial Laws. The investigation which promptly followed necessitated a trip of 1,200 miles inland by a trade commissioner, who found that the firm consisted

More than
190,000
Daily

Los Angeles Examiner

More than
400,000
Sunday

5c DAILY

FEBRUARY 10, 1927

10c SUNDAY

1926 DEFINITELY LOCATES LOS ANGELES BUYING POWER

EXAMINER CLASS APPEAL SHOWN

1926 definitely placed the balance of buying power in the hands of Los Angeles Examiner readers, in the great Pacific Southwest market. Not only did it show Examiner readers aggregating a larger ability to spend than the reader-group of any other newspaper West of Chicago, but it also showed them spending.

The advertising factors that indicate spending inclinations are found in such classifications as automobiles, banks and financial, building materials, electrical supplies, furniture and house furnishings, furs, jewelry, musical instruments, radio, and the like.

Consider these in relation to The Los Angeles Examiner as the dominant "class" as well as mass medium of the territory in which it circulates, and in which it has by far the largest home-delivered circulation.

In automobiles, FIRST among all Los Angeles newspapers; in banks and financial advertising, the greatest gain; in building materials advertising again FIRST among all Los Angeles papers; in electrical supplies, FIRST; in furniture and house furnishings, ahead of the other two morning papers combined by 113,718 lines; Furs, FIRST in the morning; Jewelry, FIRST among all the papers; Musical Instruments, FIRST among all, by a wide margin; Radio, FIRST, among all; and then some, to the extent that The Examiner carried more radio advertising, than all the other Los Angeles papers combined!

Readers who can afford to spend the sums necessary to buy the merchandise advertised in these "class" groups, can afford to buy anything else their hearts desire. Which ought to make it clear to space-buyers where results are coming from in the Los Angeles market.

CONFIDANTE!

PRUDENCE PENNY, head of The Examiner's Home Economics Department, and the intimate of thousands of Southland housewives.

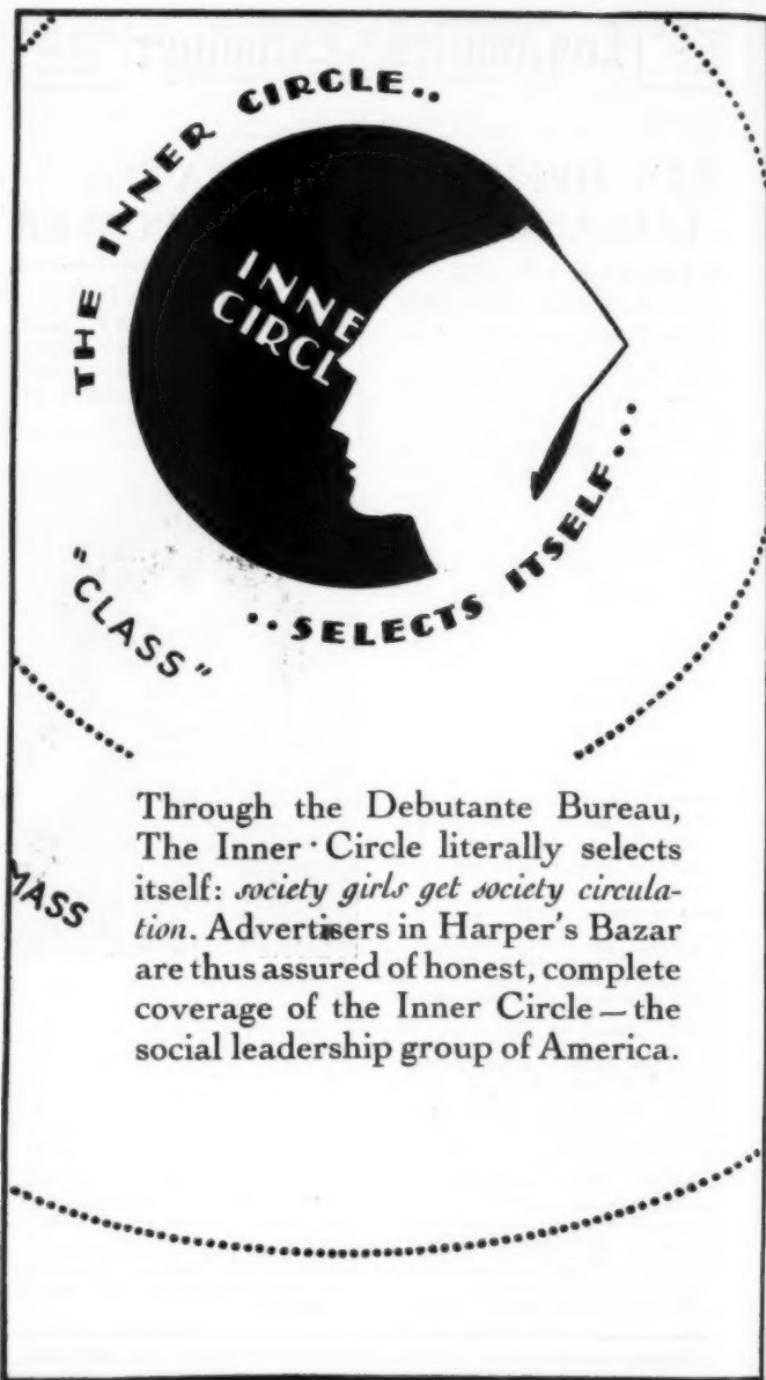


THIRTY thousand women sit down to their desks in the course of every year and pour out their hearts to Prudence Penny of The Examiner! That's woman-interest, measured in a tangible way.

How to cover the pine floor with hardwood? What to do about decorating the living-room? The proper favors for a party? A recipe for any one of a thousand dishes? Whose modified milk is best for the baby? What shall Sally Jane wear to school? And so on, ad infinitum.

We suggest an opportunity here, on Tuesdays and Saturdays particularly, for smart space-buyers who appreciate reader-interest.

Largest morning and Sunday circulation West of the Missouri



Through the Debutante Bureau,
The Inner Circle literally selects
itself: *society girls get society circulation.* Advertisers in Harper's Bazar
are thus assured of honest, complete
coverage of the Inner Circle — the
social leadership group of America.

Listed below are the cities covered by the Debutante Bureau of HARPER'S BAZAR. This group of eighty-four is representative of the best in the country. The Debutante Plan is being extended to others.

NEW YORK CITY
CHICAGO, ILL.
PHILADELPHIA, PA.
DETROIT, MICH.
CLEVELAND, OHIO
BOSTON, MASS.
ST. LOUIS, MO.
PITTSBURGH, PA.
SAN FRANCISCO, CAL.
LOS ANGELES, CAL.
WASHINGTON, D. C.
KANSAS CITY, MO.
INDIANAPOLIS, IND.
SYRACUSE, N. Y.
SEATTLE, WASH.
BUFFALO, N. Y.
ROCHESTER, N. Y.
TOLEDO, OHIO
TRENTON, N. J.
TROY, N. Y.
MINNEAPOLIS, MINN.
MOBILE, ALA.
LOUISVILLE, KY.
MILWAUKEE, WIS.
LANSING, MICH.
DULUTH, MINN.
ELIZABETH, N. J.
EL PASO, TEXAS
BUTTE, MONT.
BRIDGEPORT, CONN.
HELENA, MONT.
HARTFORD, CONN.
GREENWICH, CONN.
CANTON, OHIO
ERIE, PENNA.
FLINT, MICH.
GRAND RAPIDS, MICH.
GREAT FALLS, MONT.
MONTCLAIR, N. J.
LONG ISLAND
DES MOINES, IOWA
LINCOLN, NEB.

CINCINNATI, OHIO
BROOKLYN, N. Y.
NEW ORLEANS, LA.
OMAHA, NEB.
SPOKANE, WASH.
PROVIDENCE, R. I.
PORTLAND, ORE.
DENVER, COLO.
COLUMBUS, OHIO
DAYTON, OHIO
DALLAS, TEXAS
KNOXVILLE, TENN.
ATLANTA, GA.
BALTIMORE, MD.
ALBANY, N. Y.
BIRMINGHAM, ALA.
MONTGOMERY, ALA.
MORRISTOWN, N. J.
NEWARK, N. J.
NEW HAVEN, CONN.
NORFOLK, VA.
E. ORANGE, N. J.
PLAINFIELD, N. J.
RICHMOND, VA.
RIDGEWOOD, N. J.
SAGINAW, MICH.
SCHEECTADY, N. Y.
SPRINGFIELD, ILL.
SPRINGFIELD, OHIO
SPRINGFIELD, MASS.
ST. PAUL, MINN.
SANTA BARBARA, CAL.
STAMFORD, CONN.
TERRE HAUTE, IND.
UTICA, N. Y.
WILMINGTON, DEL.
WORCESTER, MASS.
SIOUX CITY, IOWA
SALT LAKE CITY, UTAH
BOISE, IDAHO
PEORIA, ILL.
FORT WORTH, TEXAS

For a more detailed description of the Debutante Bureau; what it is; how it works; its possible application to your individual merchandising problems, write me, or telephone me personally—

Frederic Drake—Business Manager

HARPER'S BAZAR

Feb. 10, 1927

The long average duration
of McJunkin Advertising
Company's service to its
clients evidences mutual
appreciation that in adver-
tising agency service, as in
all other things, security
is the first essential of
sound investment.

McJUNKIN ADVERTISING COMPANY
DOMINANT IDEA ADVERTISING
5 SOUTH WABASH AVENUE, CHICAGO

of one man and that it was located in one small room.

At first, the consignee refused to admit his identity; but a part of the shipment was found in his possession. The trade commissioner arranged for the return of the unsold portion of the shipment, but this represented but a small part of the original bill. The moral and business standing of the consignee made further recovery impossible, and the manufacturer was compelled to take his loss.

In commenting on this experience, Mr. Junkin pointed out that the manufacturer could easily have prevented his loss by making a simple inquiry before accepting the order. "When we receive inquiries of the kind," he added, "we usually find that the information on file indicates the character and purpose of the intended purchasers. When we have no information regarding a specific case, we request the inquirer to withhold his acceptance of the order until we can make an investigation and report.

"Our records prove that a simple procedure of the kind in every instance would save the exporters of the country a great deal of money every year. Furthermore, it would prevent injury to the reputation of American goods in general, for it is safe to say that every trade dispute has a tendency to prejudice foreign buyers against American merchandise. In my opinion, our service would be very much more valuable to American industries if our manufacturers would consider it as a means of keeping them out of trouble, rather than as an agency for getting them out of difficulties which foresight would prevent."

Campaigns Planned for Barnes Manufacturing Products

The Barnes Manufacturing Company, Mansfield, Ohio, hand and power pumps, sanitary porcelain enamel ware, etc., is planning distinct campaigns for its products. Business papers in the contractors', builders' and plumbers' fields and direct-mail advertising will be used. The Lee E. Donnelly Company, Cleveland advertising agency, has been appointed to direct these campaigns.

Lamson Company Appointments

Samuel W. Phelps has been appointed wholesale manager of The Lamson Company, Refrigeration Division, Syracuse, N. Y. Until recently he was vice-president of the Smith Ironer Company and, previous to that, was sales executive for the "1900" Washer Company, Binghamton, N. Y.

Harry A. Bell, formerly with the Eden Washer Corporation, New York, has been appointed Southern field representative.

George A. Boivin has been appointed Chicago district manager for the Lamson Ice Maid organization. Until recently he was with The Servel Corporation, New York.

J. M. Mero has been made assistant general manager, with headquarters at Syracuse.

"New York Pharmacist," New Publication

The first issue of the *New York Pharmacist*, official publication of the New York Pharmaceutical Conference, Inc., New York, will appear this month. It will be under the general direction of Peter Diamond, chairman of the conference's trade and welfare committee.

Business-Paper Campaign for Hamilton-Brown Shoes

The Hamilton-Brown Shoe Company, St. Louis, will conduct an advertising campaign in trade magazines reaching the retail shoe and dry goods fields. Direct mail will also be used. This campaign will be directed by the Shelby Syndicate, St. Louis advertising agency.

Enamel Ware Account for Montreal Agency

The Thomas Davidson Manufacturing Company, Ltd., Montreal, manufacturer of enameled ware, etc., has appointed the Montreal office of Winsten & Sullivan, advertising agency, to direct its advertising account. Trade periodicals and newspapers will be used.

Joins Air-Way Electric Appliance

Martin Manley, recently publicity director of the Toledo Chamber of Commerce, has been appointed sales promotion manager of the Air-Way Electric Appliance Corporation, Toledo.

Gabriel Snubber Reports Net Profit

The Gabriel Snubber Manufacturing Company, Cleveland, reports a net income for 1926 of \$1,033,630, after charges and taxes, against \$1,314,081 in 1925.

Maytag Adopts Trade-In Policy on Used Washers

**Under New Plan Old Machines Taken in Trade by Dealers Are Junked
and Manufacturer Stands Part of Loss**

THE following plan recently announced by The Maytag Company, Newton, Iowa, maker of Maytag washing machines, should be interesting to manufacturers of bulky equipment sold for use in the home and office, such as refrigerators, heating systems, pianos, phonographs, typewriters, addressing machines and the like. According to the details, The Maytag Company agrees to make a special allowance on used washing machines taken in trade on the sale of new Maytag aluminum tub washers. Of the total amount allowed by the dealer for the old machine (up to \$25), the company will stand one-quarter, the dealer one-half, and the dealer's salesman one-quarter. Under the arrangement, the machines taken back are to be destroyed, except the motors. Proceeds from the sale of the salvage material and junk and the motor go to the dealer. The electric motor may be sold by the dealer as a second-hand motor, but may not be used again on any Maytag washer. The arrangement applies to all makes of power washers, with wringers attached, taken in trade on the sale of new Maytag aluminum tub washers.

This new trade-in policy, the company is telling its dealers, enables them to broaden their sales possibilities by never refusing to take a washer in trade for a new Maytag. The present plan divides the cost so that the burden does not bear heavily upon any one person in the transaction. Previous to the adoption of the plan by the whole organization it was tried for ninety days by one dealer as an experiment. As a result of this experiment the company has drawn up a special agreement, under the terms of which the plan is to be operated. The dealer must fill out an application form which is sent to the company's divisional

manager. On this form the dealer lists all sales made on which trade-in machines are taken, accompanied by the original copy of each trade-in agreement signed by the dealer, the salesman and the consumer. The dealer agrees to hold such trade-in machines subject to the disposal of the company, which consists of rendering all such machines good only for salvage and junk; the motor may be sold as a second-hand motor, but may not be used again on any Maytag washing machine. The allowance is not made until the machines have been destroyed by the company and the special form properly signed.

THIS WAS A REAL BUGABOO

"Both dealer and salesman," says the company in its announcement of the new plan in the November issue of its dealers' magazine, "The Maytag Profit News," "found the used-washer problem a tough one to solve, and at times it amounted to no less than a regular bugaboo. Dealers could not afford to take in used machines to fill their back rooms at a price which shot their profit on the new machines all to pieces. The next question was what to do with them after they had them. The dealer was too busy to get his investment out, and the salesmen were off for more new business. On the other hand, if the salesman had to bear the entire burden of trade-ins, his whole commission was sometimes wrapped up in an old, dilapidated machine which he had to sell to get his money out. He sold two machines to get one commission, and on top of all that he sometimes sold the old machine to someone who might have bought a new Maytag and, consequently, entitle him to another full commission which of course he did not get."

"For many months F. L. May-



Growth

The finest

growth a newspaper can experience is growth in public acceptance.

Growing

public acceptance of a newspaper means increased results to its advertisers.

Growing

public acceptance and ever-increasing results to advertisers lead naturally and steadily to greater advertising recognition.

The GRAPHIC now guarantees 300,000 average daily net-paid circulation—and delivers more.

Many advertisers testify to the effect that The GRAPHIC is their best-paying medium.

The GRAPHIC gained 69% in advertising lineage during 1926 as compared with the figures for 1925.

NEW YORK
EVENING GRAPHIC

MEMBER A. B. C.

Feb. 10, 1927

tag has been working on the problem of how to dispose of washers taken in trade for new Maytags. Many plans were proposed and discarded for some inherent weakness. Finally, after many attempts and several months of trials to make sure that the plan was feasible the plan which was finally broadcast to the organization was the one upon which Mr. Maytag decided.

H. S. Webster Heads California Publishers

The Southern California Editorial Association recently held its annual convention at Los Angeles and elected Harry S. Webster, of the San Bernardino Sun, president. Tobias Larsen, publisher of the Claremont Courier, was named first vice-president. J. F. Kramer, of the Orange News, is second vice-president.

The name of this group has been changed to the California Newspaper Publishers Association.

William Wrigley, Jr., Reports Net Income

The William Wrigley, Jr., Company, Chicago, chewing gums, reports a net income for the year ended December 31, 1926, of \$9,100,170, after charges and Federal taxes, against \$9,146,768 in 1925. Net income for the fourth quarter of 1926 totaled \$1,491,148, against \$2,810,107 in the preceding quarter and \$1,587,929 in the last quarter of 1925.

New Account for Montreal Agency

The Duncan S. Blaikie Advertising Agency, Montreal, has been appointed to direct the advertising account of the Lancaster Dynamo & Motor Company, of Canada, Ltd., also of Montreal. Trade periodicals will be used.

"Play Land" Elects O. B. Capelle

Oliver B. Capelle has been elected president of The Play Land Publishing Company, Cleveland, Ohio, publisher of *Play Land*, a juvenile monthly magazine, publication of which recently started.

H. L. Armes Joins Kenyon Agency

H. Lyman Armes has joined the copy department of The Kenyon Company, Inc., Boston advertising agency.

Santa Fe Advertises Success of Co-operation

During the wheat harvesting season last year in Kansas, Oklahoma and Texas, the Atchison, Topeka and Santa Fe Railway System, known as the Santa Fe, broke all previous records for car loadings by 84 per cent. In previous years the shortage of cars had presented a serious problem, and resulted in a great economic loss.

The 1926 record was made possible by the co-operation of a number of bodies interested in transportation. To show its appreciation of this help and to explain the importance of the accomplishment, the Santa Fe is using space in current farm papers.

One advertisement is headed "Car Shortage Overcome by Co-operation." A sub-title continues, "The Santa Fe gives this a practical demonstration in 1926. You are invited to read this account of an achievement which saved Santa Fe patrons millions of dollars." The copy tells of the time, but a few years ago, when an unusually large production requiring immediate movement was sure to result in congestion and tie-ups.

These obstacles were overcome by the co-operation of the Car Service Division of the American Railway Association, which, with the consent of other railroads, diverted all available box cars to the Santa Fe at Chicago. Credit is also given to the Regional Advisory Boards, Terminal and Port Committees, the United States Shipping Board and other transportation interests. Particular mention is made of the loyal and efficient work of the Santa Fe employees.

The conclusion is drawn by the Santa Fe that every transportation demand can be met with co-operative effort.

"Feminine Lore" New Publication

The first number of *Feminine Lore*, described as a "magazine for the youthful woman," appeared with a February issue. This magazine will be published monthly by The Feminine Lore Publishing Company, New York. J. Nelson Gill is president and treasurer and L. K. Gill is secretary. The type size is 7½ by 10½ inches.

Transferred by Botsford-Constantine

R. S. Nicholson, for several years with the Seattle office of the Botsford-Constantine Company, advertising agency, has been transferred to the San Francisco office.

N. C. Green Joins Chicago Staff of "Liberty"

Norman C. Green, formerly with the Charles W. Wrigley Company, Chicago outdoor advertising agency, has joined the Chicago staff of *Liberty*.

Want Ads

are advertising put up in small packages and sold at retail to the general public

Want Ads interest the national advertiser because they show which newspapers the people at large consider best as selling mediums.

They furnish what amounts to a survey of public opinion, a survey enhanced by the fact that it does not represent guess-work, but is based on experience backed up with cash.

The national advertiser, in short, realizes that those who buy want ads are his own customers, the very people he wishes to reach, the whole body of "consumers"—and he justly reasons that the newspaper which the majority of consumers use will be the one the majority of them read.

The following figures show what consumers think of the different brands of want ads sold in Los Angeles, the numbers expressing agate lines of want ads printed during 1926 by Los Angeles newspapers:

LOS ANGELES TIMES . . .	9,025,254
Both other morning papers	
combined	8,630,048
All three afternoon papers	
combined	4,970,126

The public preference shown for advertising in the Los Angeles Times is matched by similar preference on the part of business men, as manifested by local display and national advertising. Thus the evidence of Los Angeles Times' superior pulling-power becomes all-sided, conclusive and overwhelming.

Los Angeles Times

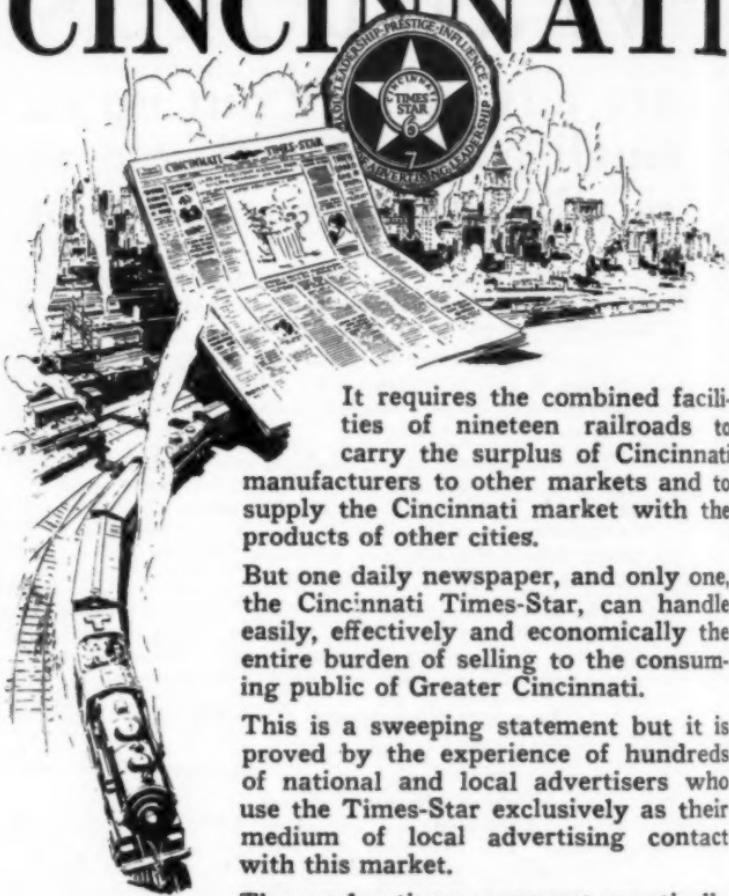
Eastern Representative

WILLIAMS, LAWRENCE & CRESMER CO.

360 N. Michigan Blvd.
CHICAGO

285 Madison Ave.
NEW YORK

CINCINNATI



It requires the combined facilities of nineteen railroads to carry the surplus of Cincinnati manufacturers to other markets and to supply the Cincinnati market with the products of other cities.

But one daily newspaper, and only one, the Cincinnati Times-Star, can handle easily, effectively and economically the entire burden of selling to the consuming public of Greater Cincinnati.

This is a sweeping statement but it is proved by the experience of hundreds of national and local advertisers who use the Times-Star exclusively as their medium of local advertising contact with this market.

These advertisers represent practically every commodity classification from automobiles to chocolate drops, from radio and musical instruments to breakfast foods, canned soups and cigarettes, from toilet goods to building materials, from wearing apparel to stocks and bonds.

CINCINNATI

Member Audit Bureau of Circulations

CHARLES P. TAFT, Publisher

C. H. REMBOLD, Manager

W. 40

Adequately Serviced by 19 Railroads and 1 Newspaper

Many of these advertisers report that their volume of Cincinnati sales has broken all previous records since they have consolidated all their Cincinnati advertising in the Times-Star.

Month by month, the list grows longer. Month by month, increasing numbers of display advertisers in Cincinnati are putting all their advertising eggs in the one basket that delivers them to practically every possible buyer in this metropolitan area.

With them, Cincinnati advertising is no longer a matter of a long drawn out investment with speculative hazards. Rather it is a "cash and carry business"—small capital outlay and quick turnover.

Suppose you have investment securities to sell. The Times-Star alone will take your story regularly to 82% of all those who have their place of business or employment in the down-town office buildings and skyscrapers.

Perhaps you are a manufacturer of electrical appliances or food products, of hosiery or of hardware. The Times-Star will tell your story to 81% of the households in the city and suburbs of Cincinnati.

The Cincinnati Times-Star has completed the nineteenth consecutive year of its unchallenged advertising leadership, dominating the records of all the Cincinnati newspapers for display lineage both national and local.

During the year just closed the Times-Star has carried more exclusive advertising accounts than all other Cincinnati newspapers combined. The Times-Star is the only newspaper in Cincinnati that carried more national display advertising in 1926 than in its biggest previous year. The reason is to be found in the paper itself.

TIMES-STAR

Martin L. Marsh, *Eastern Rep.*
Manager
W. 40th Street, New York

Kellogg M. Patterson, *Western Rep.*
904 Union Trust Bldg., Chicago

Where Do You Buy the Things You Need?

Your answer will probably be "At the most convenient place I can have my wants supplied."

There are a great many products that have national distribution, but lack small town and village distribution. Does that mean that forty million people are not interested in these products? Certainly not! The forty million small town and rural residents of America make use of the present day convenient transportation facilities and go to the nearest big town.

The Household Journal with over 700,000 paid-in-advance subscribers can help swell your sales wherever your product is sold.

Having led its field in advertising volume for years, and recognized as a result-getter, it is admirably fitted to carry both publicity and mail-order copy. We welcome your tryout campaign and will take the best possible care of your position requirements.

700,000 circulation at \$2.75 per line. \$1550 per page.

The **HOUSEHOLD JOURNAL**

IRA E. SEYMOUR, *Adv. Mgr.* - Batavia, Illinois

Chicago Office

Rhodes & Leisenring, *Managers*
Bell Building, 307 Michigan Blvd.
Central 0937

New York Office

A. H. Greener, *Manager*
116 West 39th St.
Room 825

Charter Member of Mail Order Publishers Assn.

Deliver Us from Such "Executives"!

The Big Boss Is Usually to Blame for the Failings of the Minor Executive

By A. H. Deute

A YOUNG man who was being paid \$100 a week by an advertising agency is out of a job. The head of the agency discharged him on the spot when all this happened. A really profitable account was lost because of the young man's actions. The head of the agency is especially upset over the fact. Of course, he took it out on his young employee, because technically, the young man was to blame. Actually, however, the boss might as well have discharged himself, for, in the final analysis, he is the man at fault.

This is what happened:

There is a man who owns practically all of the stock of a worthwhile daily newspaper in a Western city. The city is the leading one in the State, and the newspaper is the leading newspaper in the State. It has elected, or been largely instrumental in electing, Governors and Senators and Congressmen. Tens of thousands of people are influenced by its editorials. This man, who owns most of the stock in this publishing property, writes many of these editorials. He is a big man in a big State. His income is commensurate with his business interest and his influence. It is to be regretted that among his other assets there is lacking a real sense of humor, because with a sense of humor this incident could hardly have taken place.

The publisher came to New York on a business trip. He was made welcome at a leading hotel. Head waiters knew him and bowed when he entered the dining-room. He spent almost the whole day with a group of railroad men and bankers, because he had interests outside of his newspaper which brought him into contact with these men.

At the close of this meeting, the head of the railroad company said: "You are in touch with ad-

vertising agents. Dig me up a good one. We've got a colonization proposition coming up and we want to get the right advertising agent to handle the advertising. I haven't got time to run one down. I don't want to get mixed up in the job and I don't want the men in our office to get tangled up in the job. None of us knows a good advertising man when we see one. Maybe you can hunt me up someone who will do what he claims he can do. I'll just leave it to you. You know what we need."

The publisher recalled an advertising agent who had not only built up a good reputation among advertisers but who had done him a favor years ago. He looked forward with pleasure to hunting him up and directing him to some worth-while business. So the next day he went to that agent's office.

It turned out that the agency head was out of town. Would Mr. Jones leave his card? So Mr. Jones gave his card to the polite young woman. She noted the name and address and the name of the newspaper. Immediately, she became highly efficient.

"I don't think you'll have to wait to see Mr. Smith," she said. "I'll send your card in to Mr. Brown. He handles that department of the business."

The publisher smiled to himself as the card was carried in by an office boy. He had had no opportunity to state his business. He was interested in what would happen — what sort of welcome he would receive.

He could see through the glass surrounding the private office of this Mr. Brown. Mr. Brown was a well-dressed young man. He was sitting back in his chair smoking a cigarette. He glanced nonchalantly at the card as the office boy held it out to him. He waved his arm to one side. The office boy

grasped the meaning of the signal. Words were not needed. Soon the office boy reappeared. "Mr. Brown says there isn't anything for you, Mr. Jones!"

A sense of humor might have saved the situation. Mr. Brown, inside of his first private office, was so very, very young and immature. His earning capacity was much less in a year than this publisher's in a month. Mr. Brown was really not busy. But in this advertising agency Mr. Jones was presented with a sample of advertising agency consideration toward the publishers who make the agencies possible.

And Mr. Jones managed to get into the elevator before one could say, "Scat" or "Jack Robinson."

He practically flew to the office of another advertising agent. He repeated the performance, with the exception that he gave his card to the young woman at the information desk and said: "Whom do I want to see?"

A DIFFERENT GREETING

A few minutes later, a man came out of his private office, held out his hand, and said, "Mr. Jones, I'm glad to see you. I used to make your city when I was selling on the road. Come in and tell me all about it. I haven't been there for fifteen years."

Now, this man didn't know Jones, but he was a very human individual. Here was a publisher all the way from a Western State. Probably got to New York once a year. Entitled to a few minutes of any agent's time.

Jones did not stay long. His conversation was brief and to the point. He knew the agency by reputation. His newspaper had had business from it. He had heard it well spoken of. This particular railroad president had need of an advertising agency and an appointment could be arranged for that afternoon. Was the agency interested?

That afternoon the agency was retained. The publisher had helped wind up the details. That evening, in his room, he dropped a note to his old agency acquaintance and wound up like this: "If that young

sprig could have lowered himself to give me a few minutes of his highly valuable time, I'd have told him my story. But of course he is an advertising agency executive and I am only a publisher."

So the head of the agency promptly discharged "that young sprig." But "that young sprig" was hardly to blame. Nine out of ten men in the agency would have done the same thing, because the boss of the agency operated that way himself.

In Portland, Oreg., there is a great department store. It employs hundreds of salespeople. Managing this business is a gigantic undertaking. A few years ago I was walking through the center aisle of this store and I recognized the man who, for many years, had been the head of the business and who had been largely instrumental in building it up. Just as I noted him, he caught the eye of a plainly dressed woman, obviously from the country, no doubt in Portland for a semi-annual shopping trip. Probably her husband had just sold several thousand dollars worth of beef cattle, though it would be difficult to recognize her as the wife of an Eastern Oregon millionaire, unless you happened to know Eastern Oregon. But this merchant most surely did know Eastern Oregon and its people. He had not seen this woman for many, many months. She was only one in a big crowd. But he recognized her at once. He walked toward her. He greeted her cordially. He walked with her through various departments and then excused himself after he had made her feel very much at home.

"Mr. Meier loves to do just that sort of thing," the advertising manager of the firm said to me. "To him a customer is a customer and an out-of-town customer is entitled to a little special attention. It just happened that that woman bought several hundred dollars' worth of goods before she left, but tomorrow he'll be just as glad to greet some other out-of-town customer who may spend \$5 in five different departments. It isn't affection on his part. He's a natural-born merchant and a cus-

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omer is a customer. If his other duties would permit it, he'd be down here on the floor all day long."

Then it became plain why that particular department store was the outstanding success that it was. The reason for the sincere desire of its salespeople to wait on people became apparent. It was the spirit of the store and it emanated from the top, as all company morale does.

That minor "executive" in the advertising agency was aping his chief. He was doing it largely without thinking.

A BUSINESS EXECUTIVE WHO IS NOT TOO BIG FOR THE JOB

Far, far up ahead of me on the business ladder is the president of a great mail-order house in Chicago. He has a record of successes which would dazzle the average man. A dozen different men have given me a dozen different reasons for his success. They all say they know him in a business way. I know him too and I sincerely believe I know the real, underlying reason for his success.

Many years ago I got a job in a company in which he was interested. Now and then he came to board meetings of that company. As now and again happens in a large business, the youngster coming to work in that firm was thrown into contact with that director—not a very close contact, but still a contact. Shortly after, this man went to Chicago to become the head of the great mail-order business. I was immensely interested in what he was doing. It seemed perfectly natural, when I happened to be in Chicago, about a year later, to telephone to him. I gave my name to his secretary and a minute later was connected with him. He recalled me perfectly. He asked me to meet him for lunch. And he sat and talked with me for an hour and a half. It was not until a year later that I came to realize how big this man must be to be able to move over such a large field. It emphasizes the truth of the statement one hears quite often that the bigger

the man the easier he is to meet and talk to.

There was an incident during the war times which illustrates that. They used to tell it in Seattle and Tacoma and tell it with much glee.

There was a gawky raw-boned rookie, dangling a cigarette between his lips and fishing around for a match. He looked up and saw an older man coming his way. "Slip me a match, bo," he asked. And the older man smiled, reached into his pocket and supplied the item. "Thanks!" the rookie said as he lit the cigarette.

"You're welcome," the older man said. "But just let me give you a little advice. It's all right asking me for a match, not saluting or anything like that. I'm just a colonel around here. But look out if you pass any of those second lieutenants. If you try something like that with one of them, you'll be in trouble."

The head of a New York ice cream manufacturing business was riding in the elevator one day with two salesmen who didn't know who he was. But those men were talking about his company and were complaining about the abrupt way in which they were dismissed in its purchasing department. "I can't blame a man for not buying my line," one of them said. "A buyer can't buy everything from everybody. But if I ran that house, I'd certainly tell my buyers that I wanted every salesman who called to be treated like a white man. If I didn't feel that a man ought to be treated that way because he is a man, I'd do it for selfish reasons. Everybody in New York is a prospective customer of that concern and everybody ought to feel friendly toward it. That buyer ought to be told that when I'm not selling my line, I'm taking my family to Coney Island or some place and am probably in the market for quite a bit of ice cream. No concern is big enough to be able to antagonize customers or people who ought to be customers. That company probably has a lot of salesmen trying to build good-will, and yet its buyers

are breaking down at least a part of what those men are being paid to build up."

The ice cream manufacturer took it all in. The next day he issued a long letter to everybody connected with the business, pointing out those facts which these two salesmen discussed and bearing down on the importance of regarding everyone who calls as a potential customer and treating him that way.

There is a manufacturer of chocolate bars here in New York who for years has made capital of a plan based on this theory. He supplies his advertising manager with samples and the purchasing department has a good supply on hand. The men keep these boxes of samples in a drawer in the desk.

No matter who the salesman is who calls, no matter what he has to sell, whether the house can buy or not, the interview winds up in the same way: "By the way, slip this bar into your pocket. If you don't feel candy hungry, maybe you will in a few hours, or maybe the kids at home will feel like it." And no matter who the salesman, he leaves that house with a friendly feeling toward the company and its products.

Now and then there is a salesman who is a natural born actor and who can put his point across in a dramatic manner. Such a man was trying to sell a piece of machinery to the head of a manufacturing concern. But the man would not listen. Every time the salesman approached, he got very busy with letters and papers and refused to look up and give the salesman a hearing.

After some three or four of these attempts to tell about his machine, this salesman strolled up to this buyer, and before the buyer had a chance to lift his head, the salesman began:

"No! I don't want you to open your case. Don't waste my time. I'm not interested in you or your line or your house. I don't care what you've got to sell. I'm busy and I've got plenty of everything. Now are you going to get out of here or do I have to be rude?"

"Huh," the manufacturer said, "what's the matter with you? Off your noodle?"

"Not at all," the salesman said, "I'm just showing you what some of your men are up against when they are on the road for you and run into some of those hard-boiled chaps who won't even give them a hearing. That's the sort of buyer you'd probably be if you had a retail store. What do you think of him? Now, I'm going to ask you to be a little different and to listen to me, just as you expect your men to have a few minutes' consideration. Then you can buy or not, as you see fit!"

Inland Daily Press to Hold Fortieth Anniversary

The Inland Daily Press Association will celebrate its fortieth anniversary with a meeting at Chicago on February 15 and 16. The meeting will be held at the Palmer House where the first meeting was held.

Charter members will be present including Thomas H. Adams of the Vincennes, Ind., *Commercial*, who is credited as being the first signer of the application for a charter for the association.

Stromberg-Carlson Company Acquires Station WHAM

The ownership and operation of radio station WHAM, Rochester, has been transferred to the Stromberg-Carlson Telephone Manufacturing Company, maker of radio sets and telephones of that city. The station has been operated jointly for five years by the Rochester *Democrat and Chronicle* and the Rochester *Times-Union*.

Appoints Jay H. Maish Agency

The Fairfield Engineering Company, Marion, Ohio, manufacturer of portable and stationary conveying machinery, has appointed The Jay H. Maish Company, Marion, Ohio, advertising agency, to direct its advertising account. Business papers and direct mail will be used.

Walter Stevens Leaves Edison Companies

Walter Stevens has resigned as vice-president of Thomas A. Edison, Inc., and as export manager of the Edison Storage Battery Company, Orange, N. J. He has been engaged in sales work for thirty years. Mr. Stevens, who has been in ill health, is in Florida recuperating.

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Merchandise sold through dealers advertised by

Ruthrauff & Ryan Inc.

MUSICAL INSTRUMENTS ... GLOVES
 SHAMPOO RAZOR STROPPERS
 FOOD SEASONING MAGAZINES
 STRAW HATS ... SILK UNDERWEAR
 COUGH SYRUP MOTORCYCLES
 ELECTRICAL SPECIALTIES ... SHOES
 LAUNDRY SOAP FACE CREAMS
 LAXATIVE - RADIO LOUD SPEAKERS
 TOILET SOAP SKIN OINTMENT
 AUTO TOP DRESSING ... CLOTHING
 FACE POWDER DISINFECTANT

*Only advertised items are included—
 unadvertised products in our clients'
 lines are not mentioned*

ABOVE is a partial list of the products manufactured by 29 of our clients, involving sales through 18 separate trade channels. Seventy-two per cent of our total business today is represented by these accounts.

The rapid increase in the general advertising placed by this agency is due, in no small measure, to the experience gained in placing 30 million dollars of keyed advertising—advertising from which every dollar in sales is checked. This experience in learning what to say to make people buy is not easily matched.

RUTHRAUFF & RYAN INC.

NEW YORK 132 WEST 31st ST. CHICAGO 225 N. MICH. BLVD.



ST. LOUIS - ARCADE BLDG.
Established 1911

Feb. 10, 1927



We agree with the man who said we would get greater circulation by broadening our appeal.

We prefer to center attention on home and family.

In this way, we are of more value to the 850,000 substantial families who read BETTER HOMES and GARDENS—

and of greater value in helping establish and maintain their preference for your product.

BETTER HOMES and GARDENS

850,000 better homes—\$6 a line

E. T. MEREDITH, Publisher
DES MOINES, IOWA

Advertising Offices

St. Louis Kansas City
San Francisco Minneapolis
New York Chicago Philadelphia

Thousands of
business men
keep in touch
with home
development
by reading
Better
Homes and
Gardens
each month.

When Do Dealer Helps Help?

Answer: When They Consist of More Brains and Less Paper

By C. C. Agate

Managing Director, Window Display Advertising Association

MORE than 4,000 retail merchants of the country asked a national manufacturer during twelve months recently for information on ways to better the use of their windows. This question ranked more important in their minds even than such subjects as how to reduce expenses, how to meet cut-price competition or how to increase sales volume. Yet continually the statement is made that a large percentage of the window display material supplied to these same dealers is wasted and that stock bins are bursting over with discarded dealer helps.

Here are concrete figures that certainly indicate a real need, yet it appears that Mr. Dealer does not want help. What is the answer to this problem?

Analysis of the contents of one of these overflowing stock bins discloses some interesting facts. Here is a display on a dollar-and-a-half piece of hardware. It is four feet wide and the illustration consists chiefly of a thirty inch reproduction of the article. Nothing to interest the passerby—no use depicted, no copy that tells why it is superior. Will dealers use that display? Hardly!

Here is another. It is a three-foot circular piece with smaller cards. The large piece is little more than an enlargement of the manufacturer's trade-mark. If that was not bad enough, the mark is pretty conspicuous on the smaller cards too. Would you devote expensive window space to a display such as this?

This display has a fair idea and might win some use, but it is poorly done—cheap art work, bad execution. Display material has to meet severe competition with other display material before it even gets scheduled for use and the cheaply executed material is

very costly to the advertiser if it isn't used.

I asked one dealer why he didn't use a display which had all the appearance of a sales maker. "Yes," he said, "that's not a bad display, but I didn't ask for it and I can't afford to use it. The product is not well known here and to justify any use of the display, I should have to devote a whole window to it. I use my windows to tie up with goods that are well advertised so as to get people into my store. They are too valuable to introduce new goods."

And so it goes. Dealers are receiving material not suited to their needs, material that is unsolicited or which for policy, prices, or other reasons will not be used.

How often the salesman winds up his talk with, "Need some advertising material, John, don't you?" And along it comes—frequently not even with the merchandise or in time to tie up with national or local advertising that is being run. If the salesman doesn't order it, his boss says, "Can't you get your dealers to use our advertising?"—so he pushes it out.

A survey of this picture shows some of the things wrong.

Display material is sometimes used when distribution of the merchandise is not sufficient to warrant its use.

Displays are planned without consideration for the sales plan as a whole.

The size and shape of the material is such that the dealer is not justified in its use.

The value and importance of good displays are often not sufficiently emphasized to the dealer.

The display contains too much manufacturer and too little of the dealer viewpoint.

Displays are uninteresting—and lacking in sales appeal.

Displays are too complicated in

their construction and make-up. Displays do not contain adequate suggestions for their use under various conditions.

So we find a condition where dealers want help—want to improve their windows and where manufacturers are willing to spend money for display material. Is it not possible that the answer is more brains and less paper?

Hearst Newspaper Executives Hold Annual Conference

Hearst newspaper executives, assembled from sixteen cities in the United States, held their annual conference last week at Baltimore. The departmental sessions began on the morning of February 5, and, from that time on for three days the various departments held three sessions each day, morning, afternoon, and evening.

Arrangements were in charge of a committee consisting of J. C. Dayton, publisher, New York *Evening Journal*; D. E. Town, of the executive council; and W. E. Miller, secretary of the council.

A "get together" dinner was held, at which all the executives, publishers, editors, advertising managers, circulation managers, and promotion men were present. After the dinner M. C. Meigs, publisher, Chicago *Herald and Examiner*, presided, and introduced R. C. Borden and A. C. Busse, professors of English and public speaking at New York University, who gave interesting dialogues exemplifying "How to Win an Argument." Both are associated with the New York *Evening Journal*.

An interesting feature of the evening was the first showing of a three-reel film, "The Making of a Newspaper," which had been prepared under the direction of the general promotion department of the Hearst Newspapers at New York. E. M. Carney, supervisor of promotion, explained in a brief address that the film was made by the International Newsreel Corporation.

At the final sessions testimonial presentations were made to R. E. Seiler, general manager of classified advertising, Hearst Newspapers, from his co-workers, and another to E. M. Carney, head of the general promotion department and editor of "Exchanges," from the various promotion men of the Hearst newspapers.

The sessions were entirely confidential and little information was given out as to the topics discussed. Those present at the various departmental sessions of the publishers were:

John E. Cullen, Baltimore *News*, Chairman; W. E. Miller, secretary, executive council; D. E. Town, executive council; A. J. Kobler, *The American Weekly*; M. C. Meigs, Chicago *Herald and Examiner*; J. A. Callahan, San

Francisco *Examiner*; W. V. Tanner, Seattle *Post-Intelligencer*; Harvey D. Burrill, Syracuse *Journal-American*; C. F. McCahill, Rochester *Journal-American*; R. G. Johnson, Albany *Times-Union*; J. H. Elmer, Baltimore *American*; F. A. Wilson-Lawrenson, Atlanta *Georgian-American*; C. I. Putnam, Washington *Times* and *Herald*; Edgar D. Shaw, Boston *Daily Advertiser*; W. M. McIntosh, San Antonio *Light*; C. R. Lindner, Detroit *Times*; E. M. Alexander, New York *American*, and John H. Black, Milwaukee *Wisconsin News*.

The chairmen of the other departments were:

Editors: William Curley, Chicago *Evening American*; circulation managers, William J. Harrison, Los Angeles *Evening Herald*; classified advertising managers, R. E. Seiler; display classified advertising managers, Paul W. Clark, Los Angeles *Examiner*; display advertising managers, S. P. Bartlett, Los Angeles *Examiner*, and promotion managers, E. M. Carney.

C. A. Shaler Company Incorporates

The C. A. Shaler Company, Waupun, Wis., manufacturer of vulcanizers and similar automotive equipment, which has operated as a co-partnership since its organization in 1906, has incorporated as The Shaler Company. There will be no change in the policies or management of the company, according to Robert B. Dunlap, sales manager.

John C. Blackmore, Advertising Manager, Syracuse "Journal"

John C. Blackmore has been appointed advertising manager of the Syracuse, N. Y., *Herald*. He previously has been with the Milwaukee *Journal* which he joined in 1922.

Jefferson City Papers Consolidated

The Jefferson City, Mo., *Tribune* has purchased the Jefferson City *Post*. E. H. Winter and R. C. Goshorn, publishers of the *Tribune*, have consolidated the papers.

Advanced by Columbus "Dispatch"

Ivor H. Young, of the Columbus, Ohio, *Dispatch*, has been made manager of the market information and service bureau of the national advertising department.

Canadian Advertisers Appoint Field-Secretary

R. B. Eaton, formerly with the Imperial Life Insurance Company, has been named field-secretary of the Association of Canadian Advertisers, Inc., Toronto.

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Business and Pleasure

What a pleasure it is to do business with individuals and firms on whom you can depend.

A roster of continuously successful business houses invariably would show that the foundation of their success lies in ability plus dependability.

The Isaac Goldmann Company serves a number of the shrewdest, most capable and discriminating buyers of printing, publications and direct-mail advertising in New York. One reason is that the Goldmann staff uses time and effort in finding ways and means of "coming through" satisfactorily and on time—or before.

ISAAC GOLDMANN COMPANY

ESTABLISHED 1876

"*Printing of Every Description*"

80 Lafayette Street

New York City

Phone Worth 9430

Street Car Ads

"Things either are what they appear to be; or they are not; appear to be; or they are and do not appear to be; or they are not and yet appear to be."

—Epictetus. *Discourses.* Ch. xxvii



ND the same may be said of ads. Usually, however, the last is true. Soup may be attractive, but it is certainly not as ravishing as it appears, steaming and ready to serve, in the street car placards. The power of advertising is in illusion, and what fascinating illusions the advertisers create with their art! They make treasure out of trifles, jewels out of glass, and rare viands out of vegetables.

It is a pleasant thing to sit in the car and enjoy the panorama of delights which are pictured around the wall. What a benign look comes over the man who, after a hard day's work is returning home, tired and hungry, when he sees that plate of steaming hot vegetable soup, rich with corn, tomatoes and peas while a big Virginia ham, crisp brown in its wrapper of golden roasted fat, recalls Lamb's politely sensuous ravings over Roast Pig. Then a dish of steaming, creamy, slippery spaghetti blended with tomatoes, crested with toasted cheese and served by an Italian chef, meets the eye of the hungry laborer. The next panel shows a cross section of strawberry shortcake. Flaky, crisp layers of the kind of cake "you can only make with Royal" nestles beneath a drift of snowy whipped cream crowned with luscious berries such as no garden ever produced. Every human being, from little Johnnie to Grandfather, wishes it were only real.

Rinso and Lux offer their problem to the motherly-looking woman, who wonders which would be best to make her washing look like that which the beautiful maiden holds up for exhibition. She gets a housewife's pleasure from the consideration. Poor soul, she forgets that those sheer, gossamer garments are part of the dream. Sturdy little rompers and her own gingham dresses will stand a harsh soap.

All milk companies seem to delight in showing a baby on their placards,—a baby with a very healthy look,—and it is here that little sister finds her delight in the cars. On one side she sees the boy who is so anxious for the milk, that he is up before father or mother, and crawls out on the porch to bring it in; while on the other side is the young man, who, with the assistance of his father's hat, prescribes a well known milk for

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THE LOYOLA

doll, and the Two Twins from Texas prove that Borden's will grow healthy children, even way down in the Lone State.

To the working girl the car placards also offer interest and satis day-dreams, for, although she has not the beautiful golden hair that the girl in Marchand's space has, yet, she has pleasure of thinking that she might have it; and although neat little coupe with the slogan, "Quality at low cost," is, together with the cut of Carpenter's Hall in Philadelphia, and dream of a trip to the Sesqui-Centennial, if only the means were not lacking, nevertheless, she enjoys the thought some day the dream might come true.

And so after most of our pleasure is in our dreams and day-dreams—even if we find that cold ham in reality hasn't the attractiveness of the ad—well, we have enjoyed the vision. Even if we find that we do not look like the Arrow Collar model when we buy the collar he wore—well, we enjoy the dream we might.

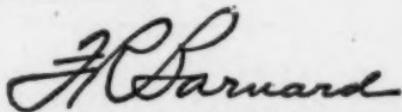
This is one service of the street car ads. They bring brightness and fond dreams into tired, drab lives. They give color to our visions and fancies.

GEORGE F. MONIUS, '28.

The above article was received from the Manager of our Baltimore office, Mr. L. F. O'Brien, with a letter reading as follows:

"In the 'Loyola,' a publication of the boys of Loyola High School of Baltimore, there appeared an article headed 'Street car Ads.' The boy who wrote it is only in his second year of high school. I didn't supply any information to him or to anyone connected with the magazine."

A splendid article by G. F. Monius recalled to me that men and women also not connected with the advertising business, often said that it should be very easy to sell Street Car Advertising. When I tell them of some advertiser who signed a contract for all of the Street Cars of the United States, they are no surprise but usually say "That's nothing to brag about—everybody reads the ads in the cars."



National Advertising Manager.

STREET RAILWAYS ADVERTISING CO.



Have YOU A "NO-MAN'S" LAND?

Sales—there's your objective! But between your factory and the homes of your public are your dealers. In the stores of these dealers your battles must be fought and won. It's neutral territory, now—this dealer territory—a No-Man's Land. Poorly planned, half-hearted attacks are soon beaten back. Some men have bold, comprehensive campaigns to win the dealers. They meet little resistance. Go to your dealers with a plan that hits their own selling problems. Show them how to sell more of your product—with less effort and less expense. They'll give you the aggressive co-operation that you need tremendously.

We can build the plan. For we know their point of view. We have helped thousands of dealers to increase their sales. Let us show you what we have done for the dealers of our clients.

*They call us specialists,
in everything that goes
into the modern home.*



*If your products fall in
this category, we can
help you sell them.*

Only items that make a home

R·E·SANDMEYER·&·CO.

153 NO. MICHIGAN AVE. CHICAGO

ADVERTISING

SALES ANALYSIS



MERCHANDISING PLANS





Suggestion in Advertising

The Four Requirements for Building Reputation through Advertising

By Theodore F. MacManus

President, MacManus, Inc.

WHEN we seek the one great fundamental which underlies the principle and the practice of advertising, we need go no farther than the simple psychological fact that people are susceptible to suggestion. We live, move and have our being in a swirl of suggestion, from morning till night, and from the age of reason to the edge of the grave.

One suggestion accepted by one person, becomes his or her personal opinion. This personal opinion, accepted by a group of people, becomes the thing known as public opinion. A favorable public opinion concerning a man or a manufactured product, becomes the thing known as reputation; and good reputation, in turn, sells goods.

Therefore any system which can accurately, and almost automatically, produce the thing known as a favorable *personal* opinion; and, by multiplying it in many minds, create the thing called *public* opinion; and out of that, generate the thing known as *reputation*, or good-will—any system which can ever reasonably assure us such results is bound to be almost priceless in value.

These underlying principles are so simple and so sound as to make their assertion seem almost stupid; and at the same time they are fraught with possibilities so revolutionary as to seem impossible. If we grant that it is no more difficult to convey a suggestion to a multiplicity of minds than it is to one mind, or if its accomplishment can be proved, we have established a simple premise which carries in its train astonishing results.

If it is true that by printed propaganda, a favorable and friendly opinion can be generated in a multiplicity of minds, then we

have found a hothouse in which a good reputation can be generated, as it were, overnight. In other words, the thing for which men in the past have been willing to slave and toil for a lifetime, they can now set out to achieve with semi-scientific accuracy and assurance of success, in periods of months instead of years. And if this second step in the process is admitted, not only is it possible to buy the precious thing known as a good reputation, but the same system that buys it, *reduces selling resistance*, or accelerates selling effort, or cuts down selling overhead to an incalculable degree.

The principle is sound, because it is based on known elements in human nature.

The first requirement is a group of circulating mediums diffuse enough in their distribution to constitute an influential means of conveying the suggestion to a *multiplicity of minds*.

The second is a physical size large enough to insure the carrying of the suggestion to the *average mind*.

The third is a degree of frequency in the application of this volume which will render it certain that the suggestion will register with a *great many minds, a great many times*.

The fourth, and the most difficult of all the requirements, is a simplicity and artlessness of expression which will render it reasonably certain that the suggestion will be accepted without resistance or resentment.

The real problem involved is this:

The suggestion it is desired to convey, when all is said and done, is that the man manufacturing the product is an honest man, and that the product is an honest product, *to be preferred above others*. Just as it is exceedingly difficult for a man to choose words which will con-

Reprinted from "The Sword Arm of Business" through the courtesy of The Devin-Adair Company and Theodore F. MacManus.

vince a group of strangers of his honesty, so does it require an exceptional degree of skill and expression to convey the same suggestion in regard to a manufacturer or his products.

If a multiplicity of people can, by suggestion, be induced to approach the purchase of a product with a conviction of its honesty and goodness, they approach it with a preference and a predisposition in its favor. No state of mind which personal salesmanship can arouse in them, is comparable—in its effect on the decision—with this *self-induced opinion*, formed as the result of a long and frequent series of prior suggestions.

The first necessity in the process is that the manufacturer should know what thought or thoughts he ultimately wishes to generate. The second is that those thoughts should be true and reasonable thoughts, which constitute in themselves a reason why the product should be preferred. Then the process becomes one of applying the suggestion until it has been sown broadcast, and has crystallized into a wide and broad volume of public opinion.

The process begins there—through printed propaganda to the public—but it does not, by any manner of means, end there. What has actually happened in several notable cases is that the root-idea—the original suggestion—the reputation aimed at—actually became the all-controlling policy of the manufacturing establishment, and of every official connected with it.

In its most thorough and effective application, it actually comes, in time, to regulate manufacturing and selling conduct. It influences and establishes policies; regulates correspondence; determines the degree of profit and the rates of discount. It standardizes the salesmanship of dealers so that thousands of them think and talk in terms of this original suggestion.

There is no single respect in which such a process of reputation-building propaganda does not benefit a business; or in which it is not an immense economy in diminishing resistance and consolidat-

ing effort; or, when intelligently used, it does not enable the manufacturer to "cash in" in a higher price, and a greater profit, than would have been possible without it.

If the rate at which it accelerates the manufacturing, merchandising, and even the fiscal operations which go to the upbuilding of a solid and permanent business, were translated into percentage, it would probably reach a full 25 per cent, in duration of time and in the volume of human energy expended.

The man who heads such a business is master of his public, although his public made him. They are subject to his product, and his prices, because they are subject to their own conviction concerning the goodness of that product.

The head of such a business, again, is the master of his selling sources, because the strength and dignity of his position make his product desired, and the right to sell it a highly valued and most valuable franchise. Having a clearly defined code and standard, he holds the whip hand over his selling sources in his ability to require them to live up to that code. Again, he is at least partly safeguarded against one of the great wastes of modern merchandising—the mediocrity and the inertia which mark the greater proportion of most salesmanship. The customer, predisposed in favor of a product by his own mental processes, *helps make a sale to himself*, and fills up the gaps and the flaws in the selling technique of the salesman. The latter frequently seems a better salesman than he is, because his comparatively feeble efforts confirm the prospect in conclusions he has already reached.

The salesman, no matter how naturally mediocre he may be, however, has already been strengthened by the concentrating and standardizing process. It simplifies and clarifies for him the story he is called upon to tell—and *puts thoughts into his head and words into his mouth* which are vital to the transaction.

The reason we stumbled all

ARTHUR CAPPER

*regretfully announces the
resignation of*

MR. BURT P. BARTLETT

*as Eastern Advertising
Manager of*

The Household Magazine

*after fourteen years of efficient
service with the Capper
Publications*



Mr. Bartlett is succeeded by
MR. M. L. PEEK
also of the Capper Publications

these years without discovering, or at least applying these simple and self-evident truths, is that we have never realized that the prime function of advertising is not merely to attract attention, but to formulate opinion after *attention has been attracted*. Indeed, we never dignified it by assuming that it could, with any degree of certainty, be relied upon to produce and maintain a definite public opinion. We simply assumed that advertising must be a good thing. We never thought of doing it with the definite idea of producing a definite state of mind in millions of people, in a definite period of time.

We had a vague notion that we might, could or would produce such a favorable opinion, if we called the name of our product to the attention of the people a sufficient number of times. It never occurred to us, apparently, that the mere name might produce a favorable reaction, or an unfavorable one, or no reaction at all. Its repetition—unless the reputation is already behind it—is really not certain of arousing a higher quality of emotion than the idlest sort of curiosity—leaving the work of conversion still to be done.

But above all, the thing we failed utterly to grasp was that a definite process or system of propaganda might be developed, which was, approximately at least, *positive in its action*. That this is the case is still an undiscovered secret to the great majority.

A number of business institutions, of national and international importance, have applied the principles set forth above. The volume of their good-will today is in proportion to the thoroughness with which the principle has been applied in every branch of their business.

The way to figure out the value of advertising that creates a good opinion, is to think of it in terms of its effect on one individual.

Think of one man or one woman. Think of the remembrance of your name and your product flashing through their minds—a momentary flash followed by a warm feeling of approval. That friendly thought is

stored away in the subconscious cells. It will rise to the surface when occasion requires it. There is a predisposition there in your favor—a preference which may even amount to a prejudice.

When you have arrived thus far, ask yourself if it is possible to create such a state of mind in the individual. The answer is unmistakably and emphatically—yes, it is. How can it be done? By suggestion. By continuous suggestion. By endless and interesting iteration.

How do we know it can be done? Because it has been done a thousand times, and is being done every day. Because people are human beings. Because they are carrying on the process of receiving and registering impressions all day long. Because they live, move, and have their being under the influence of suggestions. Seldom are those suggestions systematic or scientific. They are floating vagrants, intermittent—and still they rule the lives of millions.

Now, suppose them to be systematic instead of irregular; scientific instead of incidental. Suppose their application to be subtle, continuous, persistent. Can any sane man question the result?

Assuming that result in the case of one man or one woman, multiply by a hundred—a thousand—ten thousand—one hundred thousand—a million. Think of the same mental flash repeating itself over and over again—on farms, in county seats, small towns, small cities, big cities, metropolitan centers; in homes, stores, railroad trains, boats, clubs, crowded streets, quiet country lanes. Think of an invisible cloud of friendly, favorable impressions rising up from that mass—a warm breath of good-will coming, going—coming, going—all over the nation.

Think of it speaking the needed word when the word is needed; silently, insidiously, unconsciously, influencing the buying effort; working for you after you have done all you can do—after your executives and salesmen and dealers have finished.

Think of these dissociated thoughts all inspired from a com-

A real love for the art
and many years at the
feet of old Professor
Experience has made
Bundscho's typography
the finest of its kind.



J. M. BUNDSCO, INC.
Advertising Typographers

58 E. WASHINGTON 10 E. PEARSON
CHICAGO

HERE TYPE CAN SERVE YOU

Feb. 10, 1927

DAILY NEWS, M.

There are more men ennobled

OUR COUNTRY—In her intercourse with foreign nations may she always be in the right; but our country, right or wrong.—Stephen Decatur.

DAILY NEWS PLATFORM

- 1—A Seat for Every Child in the Public Schools.
- 2—A 5-Cent Fare and Better Service.
- 3—Improved Traffic Conditions in the Streets.
- 4—Modification of the Volstead Act.
- 5—A Bridge Across the Hudson to New Jersey.
- 6—More and Better Parks.

CENSORSHIP OF THE PRESS— WELL, WHY NOT?

There are a number of clean and entertaining plays in New York this year. Fred Stone's "Criss Cross" is one example. But never before have such filthy plays been shown as are now running in this city. It is whispered that even worse shows are in the offing, waiting to get theatres.

It is evident that the managers won't clean the dirt out of the theatres of their own free will. Perhaps they can't. Anyway, they won't. So a censorship of stage plays appears as the only solution. This city can't stand such garbage on its stage much longer and hold up its head in the nation.

Mr. Lee Shubert, being questioned on this point, once said: "Well, if you have a censorship for the theatre, why not for the newspapers? Newspapers dish out as much dirt, when there is a spicy trial on, as plays ever do. You sell the newspaper to any kid who has 2 cents, but you have to pay \$2.20 up to maybe \$9.90 to see a brothel operating across the footlights. That puts it beyond the reach of kids. If censorship of the theatre, why not of the press?"

To which our answer is—well, why not?

In this Peaches-Daddy Browning trial some of the publications reporting it have gone so far beyond the line of decency as to seem insane. Like the ravings of John McCullough or the spewings of the Gadarene swine.

Far be it from us to pin a lily on our coat. THE NEWS, also has gone too far. But the point is this: As long as there is more money in more smut some theatrical manager will be found to go a step farther than before.

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(continued on page opposite)

And as long as there is more newspaper circulation in more smut, some presses will be found to roll out the smut.

Some unusually ruthless manager or editor leads the parade toward smut's farthest boundary line. The others—or many of the others—follow. They may follow reluctantly, but they do follow. Editors are people, and all people will do things under the stress of competition which they will not do ordinarily.

We see no end to competition in the New York newspaper field. Hence, we see no end to the smut parade, unless the authorities intervene.

We hate bureaucracy. We hate the suppression of free speech. But unless the minds of the children of New York are to be drenched in obscenity it seems to us that a censorship of the press as well as of the theatre must come.

The censorship, of course, should extend only to matters of common decency. Free speech as to public affairs must be as free as now.

The post office department at present maintains a sort of censorship of newspapers in regard to the lottery law. That is unimportant compared to this question of decency. If the post office department is instructed to do so it can quickly cut out flagrant indecency from the newspapers with little disturbance and without creating a new bureau.

These suggestions will at first seem radical to other publishers. But we believe if they give the matter thought they will see that such a censorship would not bother the papers which wished to stay within the liberal bounds of decency. It would restrain only those that wanted to go beyond the limit. And in the long run, even these would profit from being held in check.

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THE ☐ NEWS

New York's Picture Newspaper

Tribune Tower, Chicago

25 PARK PLACE, NEW YORK.

In This Month's Magazines

America has turned the spotlight of approval upon a sincere publisher, a great state and brilliant commercial opportunity.

* * *

In the February *Century* Frederick Simpich writes about Texas. "The greatest economic growth, not only in the United States but in the world's history," is the way he describes this New Southwest.

* * *

In the February *American Magazine* George W. Gray tells the story of Texas' premier publishing institution, its president and its policies, under the title, "*Forty-two Pictures of David Crockett Help to Run The Dallas News.*"

* * *

In the February *Bankers' Magazine*, Texas (and its richest market, the Dallas

area) are the subjects of another major article.

* * *

The Nation's Business, The Country Gentleman and Lloyd's Magazine swell the list of February numbers that feature Texas and Dallas.

* * *

Before the eyes of all the nation the star of the Greatest State ascends.

The rise of this new American empire of wealth holds tremendous significance for those who sell and advertise.

* * *

The News and The Journal are preferred by national advertisers in this field—*The News* overwhelmingly favored, *The Journal* gaining by leaps and bounds.

Use them in combination for greatest efficiency — save time, trouble, cost.

The Dallas Morning News The Dallas Journal

An optional advertising combination

mon source, slowly or swiftly solidifying into the thing known as public opinion.

Then think of this volume of favorable public opinion translating itself into the thing known as national good-will, and that national good-will settling down at last into that priceless thing called reputation.

It is not difficult to see that this is not a theoretical or intangible thing, but a solid, concrete, almost measurable form of incalculable value. If a market embraces the entire country, then the task is to convince the entire country of the desirability of the product. Assuming this result accomplished, the value of any process which has brought it about is *beyond computation*.

Convincing a nation, reduced to the simplest possible terms, is nothing more or less than lodging a conviction in millions of individual minds.

Either there is nothing at all of merit in the principle of advertising, or it may be made the most powerful of all the several influences which insure the acceptance of a well-manufactured, well-distributed product. If the market is big enough, the product good enough, the distributing machinery adequate, it would be next to impossible to "over-advertise" any product.

B. P. Bartlett Leaves "The Household Magazine"

Burt P. Bartlett has resigned as Eastern advertising manager of *The Household Magazine*, a Capper publication. He had been with the Capper Publications for fourteen years.

M. L. Peek, who has been a member of the New York sales staff of *The Household Magazine*, succeeds Mr. Bartlett as Eastern advertising manager.

Death of Jack Knapp

Jack Knapp, Chicago representative of *Hardware Age*, died in that city on February 5. He was born in Canton, Ill., in 1879, and was forty-eight years of age.

He had been associated with the *Hardware Age* Publishing Company, for more than twenty years. For the last sixteen years of this period, Mr. Knapp served as Chicago representative of its publication, *Hardware Age*.

Lou E. Holland Presents Plan to Advertise Kansas City

A plan which calls for an annual expenditure of \$450,000 for five years for the development of industries in Kansas City, Mo., has been presented by Lou E. Holland, president of the Kansas City Chamber of Commerce, and a former president of the Associated Advertising Clubs of the World. Of this amount it is proposed to spend \$160,000 a year on advertising. A survey will be started shortly to show the transportation facilities, labor conditions, availability of raw materials and general business advantages of Kansas City.

G. F. Lord Leaves Durant Motors

George Frank Lord, general sales manager of the Star car division of Durant Motors, Inc., New York, has resigned. He was formerly advertising manager of the Chevrolet Motor Company. No successor of Mr. Lord will be appointed. His work has been taken over by the Elizabeth, N. J., office of the Durant company.

Canadian Pacific to Advertise Banff in Special Campaign

The Canadian Pacific Railway Company will feature Banff in a special magazine advertising campaign this spring. Heretofore Banff has been advertised only in connection with the regular Canadian Pacific advertising. The new campaign will be handled by Ray D. Lillbridge Incorporated.

Muffets Account to Procter & Collier

The Muffets Corporation, Buffalo, N. Y., manufacturer of Muffets, a cereal, has appointed the New York office of the Procter & Collier Company, Inc., advertising agency, to direct its advertising account. Magazines and newspapers will be used.

National Biscuit Company Appoints Calkins & Holden

The National Biscuit Company, New York, "Uneeda" bakers, has appointed Calkins & Holden, Inc., to direct its advertising account. Among the advertised trade-names of this company are Uneeda, Zu-Zu, Nabisco, and O-So-Gud pretzels.

F. O. Bohen, General Manager, Meredith Publications

F. O. Bohen, advertising director of the Meredith Publications, Des Moines, Iowa, has become general manager. He succeeds Charles Lynde, who has resigned after an association of eighteen years with the Meredith organization.

Sidelights from Norval Hawkins' Testimony in Ford Tax Case

Outstanding Among the Interesting Facts Brought Out Is That Modern Merchandising Is Not So Modern After All

[EDITORIAL NOTE: On February 1, Norval A. Hawkins was called before the U. S. Board of Tax Appeals to testify in the matter of James Couzens, et. al., vs. the Commissioner of Internal Revenue, respondent. This case is more popularly known as the Ford tax suit.

For eleven years, Mr. Hawkins occupied important executive positions with the Ford Motor Company. As a result, he was in a position to give some exceptionally interesting information regarding the merchandising activities of the Ford Motor Company. This information was brought out during the examination of Mr. Hawkins by Joseph E. Davies, attorney for the petitioners and during the cross-examination by A. W. Gregg, general counsel for the Commissioner of Internal Revenue. The hearings were held before Messrs. Sternhagen, (presiding), Marquette and Van Fossan.]

MR. DAVIES. Q. Have you ever been connected with the Ford Motor Company?

MR. HAWKINS. A. Since December, 1907.

Q. That is, you went with them in December, 1907?

A. And terminated my work with them January, 1919.

Q. Were you with them continuously during that period?

A. Continuously; yes, sir.

* * *

Q. Mr. Hawkins, could you kindly tell the court, as of March 1, 1913, what your sales plan was so far as the Ford Motor Company was concerned; what you did in a general way?

A. Our sales plan was unique in many directions. Probably at the end of December, 1912, we had the largest sales organization in the world.

Q. Let me understand you. What do you mean by that statement? You are not sure but what you had more agents than any other industrial concern?

A. We had more agents, more dealers, more salesmen employed by the agents, more representatives of the Ford Motor Company coming in contact with the public.

Q. Than any other motor company?

A. Than any other motor company, or almost any other manufacturing company you could name, or that I could guess.

* * *

Q. Could you tell the court what the general system of distribution was in the motor industry at that time?

A. The general system in the motor industry at that time was divided as between marketing products through distributors throughout the country and marketing products through your own branches and assembly plants.

Q. By distributors, do you mean wholesalers?

A. I mean wholesalers, who also retailed in their immediate territory.

Q. What was the Ford system?

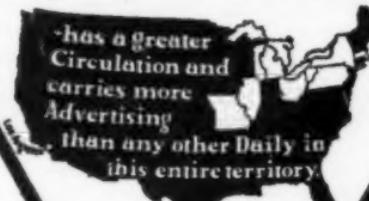
A. The Ford system was assembly plants, branch houses, under which they operated dealers and sub-dealers.

Q. Will you tell the court what the plan was with reference to the location of these branch houses of the Ford Motor Company?

A. To give a very simple illustration; when I went with Mr. Ford in 1907, the question was asked: "Where do you expect to start selling Ford cars?" I pointed, I remember, to a grocery store on the opposite corner and said I thought we should start there, and then weave the web around until we had reached a point where the freight rates changed, which meant Chicago, or which meant Buffalo, or Omaha, west of Chicago, and Denver, west of Omaha, and then the Coast. The plan was to draw a circle around the home office and extend it to the place where the freight rates were affected by shipments and there establish branch houses and assembly plants, and that was the policy, worked out absolutely according to the map.

Q. Do you know how many

Los Angeles Evening Herald



Largest in
41
states

In only seven states in the nation (the ones shown white on the map above) can be found Daily Newspapers which compare with the Los Angeles Evening Herald either in Circulation or Volume of Advertising.

CIRCULATION

September 30, 1926

196,050 *

TOTAL ADVERTISING—1926

17,505,474 Agate Lines

*Now over 200,000

Representatives

San Francisco
A. J. NORRIS HILL
610 Hearst Bldg.

Chicago
JOHN H. LEDERER
910 Hearst Bldg.

New York
HERBERT W. MOLONEY
604 Times Bldg.

branch houses and assembly plants you had as of March 1, 1913?

A. Well, we must have had approximately thirty or thirty-one.

Q. How would that compare with any other motor company, as of that date?

A. Probably six times as many—maybe ten times as many.

Q. Can you give any further information with reference to these assembly plants or their utility or strategic advantage for the benefit of the court?

A. The particular strategic advantage of the various assembly plants located by Ford throughout the country lay very largely in the fact of freight savings, plus immediate delivery of cars to prospects in the neighborhood controlled by these assembly plants. Many cars could be driven away to the dealers' places without necessitating handling by freight at all, as set up jobs. In case of labor troubles or fire or any great damage at the home office, these assembly plants carried stocks of what we called immediate supplies for seven new cars, so that at any time anything happened at the factory the assembly plants on the Coast, New York or Memphis, would have an adequate stock of cars for some time, for delivery to their prospective buyers as against all requirements coming from the home plant. It resolved itself down to the point where the home factory in Detroit became only an assembly plant for the immediate territory adjacent to Detroit. We only built cars in set up form at the home office to supply the trade we called adjacent to the Detroit branch territory.

* * *

Q. Will you state to the court whether or not there were any advantages in the branch houses system as contrasted with the wholesale distribution system?

A. Yes, a very large advantage.

Q. What were they?

A. The advantage of controlling your own business throughout the country.

Q. What do you mean by that?

A. Following the policies laid down by the home office for the branches to follow, as against a

distributor who followed his own plans, did much as he pleased because he financed his own business.

Q. Why was that of importance to the company?

A. That was of great importance to the company, because of the volume of business we were handling at that time, also because of the service required on this car. This, being the lowest price car in the world, required absolutely perfect service. The average man who bought a car in that price class imagined that after he bought it, that was the end of it. We paid much more attention to service after the sale of a car. We could not always get dealers to perform the service we required. Also this branch house operation gave us a very much closer supervision over the dealers throughout the United States. We had almost weekly contact with most of them.

Q. Did the dealers work under the jurisdiction of the branch houses?

A. Each one worked under the jurisdiction of the branch house in the territory. The dealers were controlled by the branches, but under policies at all times laid down by the home office.

* * *

Q. Did you exercise any control over price from the home office?

A. Absolute control of price of cars, parts, accessories and everything else connected with the business.

* * *

Q. How many dealers did you have as of March 1, 1913; do you know, Mr. Hawkins?

A. Well, I would say very close to 7,000.

Q. How were those dealers selected?

A. They were selected with great care as to their financial position, first; as to the class of buildings they occupied, second; as to their standing in the community, third. We had road men who checked up these dealers very carefully, comparing them with other dealers in the territory.

Q. What was the policy of the company with reference to Ford dealers handling other cars?

Where Every Home Is a Prospect Every Home Should Be Reached

IN all other forms of selling, the average manufacturer insists upon thoroughness; only his advertising is spread so thinly over so much territory that it can't do a good job anywhere.

If one of his salesmen called on only one prospect out of ten, that salesman would speedily lose his job. Yet advertising, the greatest of all salesmen, is often permitted to go on, year after year, calling on only one out of 10, or 20, possible customers.

It is true that in the centers of population it would require too many different mediums actually to reach every home; but more than 50% of the people of the United States live in communities where 100% coverage is possible—and with only ONE medium.

Small town folks and city folks now have the same conveniences and luxuries; they dress alike, think alike, look alike. They are equally desirable as customers. The vital difference, from your point of view, lies in the fact that one medium, The Country Newspaper, reaches every small town and rural home—100 families out of 100, instead of only 5 or 10.

This 100% coverage makes space in The Country Newspaper the most economical and the most profitable advertising your money can buy.



AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street, New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT

White Space

Merely a Store-Room in Which an Advertiser, Like a Merchant, is Given the Chance to Do Business

—If He Can

WHITE space is merely a container for advertising. It is to an advertiser what store space is to a merchant. Earning sheets are regulated wholly on the WAY it is used.

Thus one man opens a store on one corner. His rival, one across the road. One grows rich. The other leads his creditors a hard chase.

Merchandising experts know why. If store space were the only requirement for mercantile success, history would reveal many Marshall Fields—parallels of John Wanamaker would be found at every turn.

By the same token, if white space were the sole requirement for advertising success, newspapers and magazines could not publish large enough issues to supply the demand for it.

The buyer of white space is simply buying the OPPORTUNITY to sell at a profit. Not by any means the CERTAINTY of profit. If he goes about it the right way, he succeeds. If he follows wrong paths, failure comes.

That is proved, beyond question, on every side today. The whole history of advertising proves its truth, NOT by precept, but by FACT.

All advertisers buy white space. Successful advertisers know how to use it for the *utmost in results*. Say, for example, one advertiser uses space in Ladies' Home Journal, Pictorial Review, Good Housekeeping and Vogue.

His sales jump. He gains scores of thousands of new users for his product. He reassures millions of old customers, at the same time.

Of his three or four competitors, in the same publication, one feels little result, another feels a fair return, another "breaks even," he believes — another charges an "advertising failure."

Men experienced in advertising know the reason. They trace it to its source — to the PRINTED WORD. For advertising is the printed word, and the printed word is advertising.

What you get out of advertising — assuming your product is equal to competitors', priced fairly, and merchandised wisely — depends on WHAT YOU DO with the white space you buy.

The longer a manufacturer advertises, the more that fact intrudes itself. Few men in advertising know how to get the most out of white space. Those who do control the Advertised Brand markets of the world.



LORD & THOMAS AND LOGAN ADVERTISING

CHICAGO
400 N. Michigan Avenue

LOS ANGELES
1151 South Broadway

NEW YORK
247 Park Avenue

WASHINGTON
400 Hibbs Building

LONDON
Victoria Embankment

SAN FRANCISCO
225 Bush Street

Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest.

Feb. 10, 1927

A. Exclusive. Our car, being the introductory car at a low price, we did not care to have customers brought in to buy the low price car and then be sold a higher price car on the same floor by a good salesman. We contended that if we brought the introductory buyer into the sales room we should get the money for the car he went in to see, so we made these agencies exclusive, to avoid conflict, plus the fact that very few dealers in those days, 1912 and 1913, were financially adequate to handle more than one line of cars, because the other class cars made a great many models and were much higher priced.

* * *

Q. You have spoken of road men. Will you describe what their function was, and how they worked, and what they did?

A. They worked from the home office, and also from the branch houses. They covered the territory very carefully, contacting with the dealers and distributors. I am using distributor now in the sense of the large dealer, not as distributor known to other companies. They taught the dealers everything they should know about the Ford business, starting with advertising. They told them how to handle the copy to the newspapers, told them how their show rooms should be arranged, told them how to keep their books, how to handle their stock of parts, how to handle repair operations in the shops, suggesting the tools they required for quick service, and a general audit of conditions, rather than of figures.

Q. Under whose direction and control was this work done?

A. It was done under the control of the branch manager in the territory and under my control at the home office.

Q. Did you require reports with reference to the individual dealers and branches be sent you by these road men?

A. Yes, sir.

Q. Did you keep in close contact with it?

A. Yes, sir; copies of all reports by the road men on dealers were filed in the home office, as

well as in the branch offices.

Q. I show you what purports to be a territory report of the Ford Motor Company of Detroit. Will you state what that is, Mr. Hawkins?

A. This is the territory report required to be filed by the road men after they had investigated a dealer's place of business.

Q. What does it cover?

A. It covers the town, county and State; population of town, population of territory; character of town and vicinity as automobile territory; condition of general business, farming, manufacturing; kind of roads and so forth. Present automobile agents in the town and approximate number of cars sold to date by each of the dealers this season. That was put in there for this particular reason. Frequently Ford did not have the best dealer in a town, so we listed the dealers in the town, whether they were Studebaker, Cadillac, or what not, and if we made a change with our Ford dealer, through any infraction of our policies, then we attempted to select as his successor the best rated dealer on these reports, and it was not a very unusual thing for us to get the best dealer in that way.

Q. What else does that report cover?

A. If there is no agent in the town—and mind, gentlemen, we were working down to towns of a thousand or less in population. Many of these towns didn't have an automobile shop.

Q. These towns you are referring to as of March 1, 1913?

A. I am referring to March 1, 1913, because by the end of December, 1912, we had covered practically every town in the United States from the size of New York down to a population of 2,000 or less, staying out of towns of 1,000 or under.

Q. How many towns were there, according to the census of 1910, do you know?

A. The record I had in 1910, of the census, gave 6,223 towns from a million or more down to a population of 2,000 or less, and from 1,000 down, 62,000 and some odd in number.

Q. 62,000 still remaining?

A. Yes, sir.

Q. Will you proceed with that report and describe it to the court, please?

A. The report on the Ford agent reads:

"Name, street address, mental condition of the dealer." Meaning the mental condition of the dealer toward our policies and our product, and toward general automobile conditions. "His personal habits. Does agent own a garage or rent the space? What other line of business is he in besides selling Fords? Has he any of our signs? Conditions of his sales room; size of his sales room; cars on hand. Any cars stored elsewhere? How many? Cars sold but still on hand, undelivered. Does he handle any other line of cars?" We had several occasions where the dealer took our contract exclusively and then rented a store next to him and handled another line of cars in there under another name.

The report goes on: "Can he get support from local banks? Does he need support? With cars as collateral, will banks make loans?"

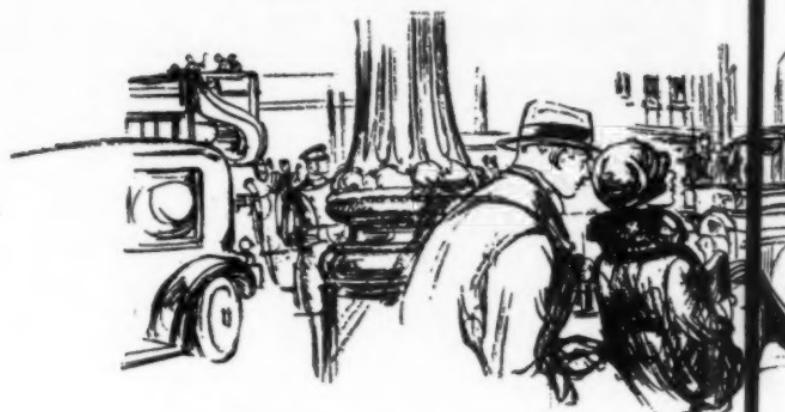
That is a very important thing — very important thing. "To what per cent of their value will the bank make a loan on a Ford car to the dealer? Is the bank helping him? To what extent? Did you call on the local banker? What is the size of the dealer's contract? Number of cars accepted to date. Is he in arrears on estimates? Has the agent covered his estimate with orders in advance? If not, why not? Has he any sub-agents? How many? How many are there up to date under estimates? Are they covered in advance? What is their financial condition? What is your opinion of them? How many owners did you call on? What do they say as to the agent of the car? Is proper amount of advertising being done? How much? Does he use our copy? Has he advertising matter on hand?" That refers to bulletins and the "Ford Times" and literature that we disseminated among the dealers.

"What is the condition of his advertising matter? Does he send out mail or catalogs? Does he send in weekly reports? Is he up to date with them? Does he send in buyer's orders? Is he up to date with them? What is the supply of order blanks, report blanks, requisition blanks? Does he understand their uses? Did you send the branch a list of owners in the territory? Also a list of his prospects? Condition of demonstrating cars. Stocks of parts and value. Condition of parts in the stock room. Condition of road at present time in the territory. Condition of garages at present time in the territory. Is money easy or tight? Is interest high or low? General remarks."

* * *

Q. What other functions did these road men perform, if any? Did you have any specialty salesmen going out from the home office to teach them how to sell?

A. The other functions these road men had to perform along the line of selling were these: Usually when an automobile man made up his estimate in the fall, for his twelve-months business, he had prospects in line to buy cars, or a large portion of them—people he had called on this year that said they would buy cars next year. They were required to keep prospect cards listing these possible buyers, and it was the work of these road men, when they went into a man's place to ask for that prospect list. I have done this myself many a time. I have said to a dealer: "Let us look at your prospect list," and he would take out a bunch of maybe a hundred cards, prospects' names, farmers, or city people, wherever his territory happened to be, and I would say to him: "Pick five real buyers out of that list of a hundred cards." He would shuffle the cards for some little time, and finally decide he had picked out five. Then I would say: "Let us, you and I, get in a car and see if we can't sell these five cars today or tomorrow and bring in some money for the fall season or the winter season," whatever the time happened to be. These road men

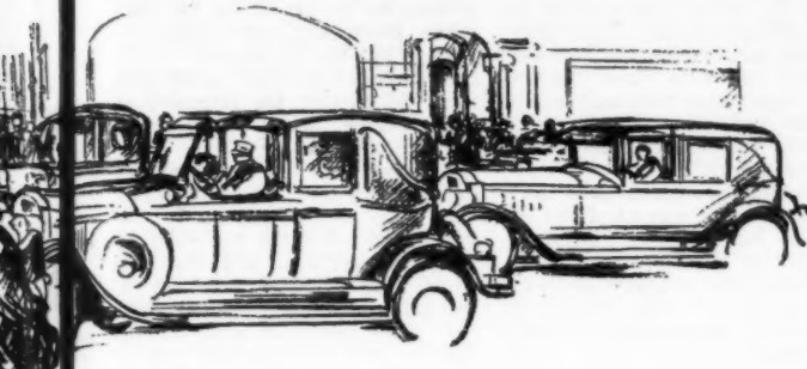


BEYOND THE

YOU could figure all day with a slide rule and a rate book and not find out the most vital facts about any newspaper—the kind of people who read it.

That the well-to-do family leads the family on Avenue A as a consumer, not only luxuries alone but of many things of common use, was clearly shown in a series of independent investigations. No longer can circulation and milline rate be the sole guide in the selection of advertising media.

Look beyond the milline rate of the EVENING POST at the kind of people who read it. You will find that they know values whether the product be a cereal or a reproducing piano. You will also find a confi-



THE MILLINES

idence proven time and again in the advertising carried in the Post.

The Post's readers exceed their quota in keeping the average income of New Yorkers up to the dizzy peak of \$1493. They are not unintelligent. They are receptive to new ideas, whether they be books, fashions, or electric refrigeration. They appreciate such intangibles as value, style, and distinction.

To them mere price is not the only consideration—provided these other factors are conclusively demonstrated to them.

Harry Brown
[ADVERTISING MANAGER]
[N. Y. EVENING POST]

Feb. 10, 1927

used to go out and demonstrate to these country dealers that they could sell cars if they followed the prospect, and then those dealers were taught the language of a salesman in making a sale.

Q. Did you exercise any control over service?

A. Complete control over service, so far as it was possible.

Q. Did these road men perform any function in that particular?

A. They were qualified to check the tools used by the dealers in their service departments, to teach them simpler operations of quick work on cars, and to supply a list of tools that were required for repairing Ford cars advantageously and economically for the buyers.

* * *

Q. Did any other automobile company have a system of supervision of service such as you have described?

A. No automobile company in the United States had.

Q. How do you know that?

A. And many haven't today.

Q. How do you know that?

A. I know that by my contact with General Motors in 1921, nearly nine years after what I am talking about here.

Q. Will you explain what you mean by that? What did you find in 1921 in General Motors?

A. We found a total lack of conditions affecting service, and a total lack of conditions affecting sales organizations, and apparently a total lack of understanding of how to conduct the automobile business from the selling and marketing standpoint.

* * *

Q. Did your control from the home office extend to the supervision of the appearance of the sales rooms?

A. Absolutely.

Q. I refer to the Ford Motor Company, as the Court has suggested, in 1913.

A. Yes, sir. The Ford Motor Company was very particular as to the appearance of the sales rooms representing the Ford cars all over the country.

Q. Why?

A. They would not permit even

accessories to be shown in sales rooms throughout the country.

Q. Why, Mr. Hawkins?

A. Because we didn't want anything to distract the attention of the possible buyer who might come in to purchase a car. I recall going into one little garage one time where, as you would walk into the salesroom, it was partitioned off from the shop by a glass partition, and the first thing that attracted your eye as you walked in was to look through this glass partition and see the number of cars back there on repair, with the mechanics lying on their backs on doilies underneath, all covered with mud and grease and here was this beautiful car out in front with a piano finish, and it made them wonder what the appearance would be after they had bought it. I had them take out these glass partitions and put in a grilled glass partition there, so that you couldn't see through it.

We didn't permit even Weed chains to be shown in the showrooms, or a Weed chain advertisement, because we didn't want the prospective buyer to get in his mind that he would have an accident if he didn't have a Weed chain. Those were all negative selling points. They worked against the prospect buying the product. Many of the stock rooms that used to have a window opening into the showroom, we made them change that window, because some man might come in and ask for a new commutator and complain about what a rotten commutator the Ford car had in it, and we didn't want that to be heard by a prospective purchaser of a Ford car. In other words, we attempted to remove all restraining conditions. Then when a customer had bought a car, he could buy Weed chains, or he could buy a trunk rack and wire wheels, if he wanted to.

* * *

In response to a series of questions regarding the sort of helpful information which Ford mailed to dealers, Mr. Hawkins replied thus:

A. Yes, those things went out

from the sales department in the form of letters and special communications to the dealers, and they were published in the "Ford Times," so that the owners of Ford cars could get that information; so that the prospective buyers of Ford cars got the information. I do not recall whether you know this or not. In one of the questions you may have asked how these "Ford Times" were distributed. They were distributed to dealers on the basis of the cars they contracted to buy; in other words, if I happened to be a ten-car dealer in Oskaloosa, Iowa, I would get five or ten copies of this "Ford Times" every month, so that I could follow up these prospects with a copy of the "Ford Times." That magazine was the largest house organ ever circulated by any manufacturing company in this country. I remember Cyrus Curtis said to me one time, that we ought to take over *The Saturday Evening Post* and use it for a house organ. We disseminated our information through the house organ for the benefit of the purchasers, prospective purchasers, dealers and employees, and especially for the benefit of prospective purchasers of our cars, and we did not have any secrets in the Ford business. Now, that is a very unusual statement for a sales manager to make. We did not have any secrets in the Ford business; balance sheets were published year after year, showing enormous profits.

Q. Did the Ford Motor Company circulate the "Ford Times" among the purchasers of cars?

A. Absolutely, they were sent to them for a certain period and later we wrote them and we asked them if they wanted it continued or discontinued.

* * *

Q. What was the policy of the company prior to March 1, 1913, with reference to advancement of its employees?

A. The slogan was that when the president leaves a new office boy is engaged; in other words, the Ford policy was to make all promotions from within the or-

ganization, and I might go a step further and say it was the policy of Mr. Ford and Mr. Couzens not to employ any relative whatever in the Ford organization, in spite of the fact they both had brothers. They did not want anybody in the organization to feel he did not have an equal chance with everyone else.

* * *

Q. There has been testimony in this case as to the effect of standardization, and its policy upon different departments of the Ford Motor Company. Could you state what effect standardization had upon the sales department, standardization of parts, whether it gave any advantages or otherwise?

A. It gave a great advantage in the selling of parts, the maintaining of stocks with dealers, because of the standardization of parts.

Q. Can you explain why?

A. Because the parts could be returned at any time if a man wanted his money back; if the contract was cancelled he could get his money back. He could carry the parts indefinitely. Building only one model they did not have to carry half a dozen styles of parts for various models. The investment was small in parts, comparatively, to the dealers.

Q. What was the policy of the company, or do you know what the policy of the company was, with reference to pricing its commodity, Mr. Hawkins?

A. The policy of the company with regard to pricing its product was usually based on the profits made for the year. If the profits were large for this year, they usually figured out that we would change the price next year, increase the production and reduce the price. Increased production meant a reduction in the cost of all parts bought from purveyors, as a rule, and a material reduction in the cost to produce all our parts, because of the overhead remaining practically the same, taxes, light and heat, etc., that had to be used in the factory whether we built five thousand cars or ten thousand cars.

Propaganda for the Present



Union Card

It is difficult for any copywriter to keep his union card without making occasional references to "this new, modern way" or "this better, present-day method."* For national advertising is almost wholly devoted to teaching old dogs new tricks—is almost always propaganda for the present.

Receptive, Responsive

To such propaganda, TIME readers are particularly receptive, responsive. The man who is most interested in the newest thing in French cabinet-crises is also most interested in the newest thing in long-distance

* Of ten advertisements chosen at random from *The Saturday Evening Post*, nine used the word "new." One original copywriter made it "new-day."

†Lack of money is the root of most Sales Resistance.

Time Flies

In March, 1923, TIME's subscribers numbered 9,500—today over 130,000 are evidence of TIME's up-and-coming readership.

radios. The woman who is eager to be informed about the latest development in primary expenditures is also most eager to be informed about the latest development in automatic electric ranges. Keeping up with the world they live in, TIME readers keep up with the branded products that make living more enjoyable.

To Choose—and to Buy

And not only are TIME readers able to choose what is new and better—they are able to buy it as well. Otherwise they would not be purchasers of TIME, which, costing \$5.00 per year, is, perhaps, the highest-priced-per-word of all general periodicals. Thus the will-to-buy is, happily, joined to the means-to-pay for.†

One Million

Present-minded, forward-looking, easy-spending, TIME readers are fertile soil for your advertising seed. Perhaps that is why TIME carries more national advertising than any other weekly publication with less than one million circulation.

ROBERT L. JOHNSON Advertising Manager
25 West 45th St., New York City

TIME

THE WEEKLY NEWSMAGAZINE
To Press Tuesday / To Readers Friday

Q. Was there anything exceptional in the price policy of the Ford company?

A. Yes, sir; the exceptional thing of the price policy in the Ford company was in spite of the demand for Ford cars, in spite of the number of orders on hand unfulfilled, the prices were continually being reduced.

Q. Why was that?

A. To widen the market, extend the market to another class of buyers.

Q. Did it result in widening the market?

A. It certainly did.

Q. Did it induce greater sales?

A. Absolutely.

* * *

Q. As of March 1, 1913, had the company the benefit of advertising done prior thereto?

A. Yes, a very large benefit of advertising.

Q. What character of advertising had the Ford Motor Company employed prior to that time?

A. They had employed magazine advertising, newspaper advertising, "Ford Times" advertising, the advertising accorded them through all sorts of newspaper publicity regarding Mr. Ford and what they were doing, the advertising of accessory houses who supplied parts through retail buyers of Ford cars.

* * *

Q. Had you done any billboard advertising?

A. We had done some billboard advertising. The most important thing we did in the early days prior to this date was the establishment in New York of that large electric sign on Broadway, patented by this man Rice in Dayton, Ohio. Ford obtained exclusive rights on that patent, and he put one up in Detroit also. That is the kind of a sign where the flashing of the lights on and off gave the appearance of an automobile traveling. Some of you gentlemen may recall that sign. They did that kind of advertising in a billboard way. We required our agents all over the country to establish signboards leading to their places, using the Ford trademark as the pyramid, with the

scarab wing and the word "Ford, the universal car," and that trademark was very widely established all over the world.

Q. Did you furnish any newspaper copy to your dealers?

A. Regularly, and attempted to furnish it so that newspapers could and would use it. You take newspapers in Dallas, for instance, they were not particularly interested in furnishing publicity for something that Ford was going to do in New York, but they were interested in what he would do in Texas. Our advertising would lead up to give newspaper publicity that they would accept and run. There is a lot of that stuff fed out that is not interesting except to the community to which it relates, but with these assembly plants under operation throughout all the country, in these places and communities we had an opportunity to disseminate what is known as newspaper publicity in connection with our advertising.

* * *

Q. This morning I believe you testified with reference to some of the methods which you employed in connection with intensifying your sales. I believe that you described the so-called breaking-down system. Can you describe that to the court, the breaking down of the territory?

A. When we attempted to break down a territory by reducing the size of a dealer's territory, we analyzed the United States by counties and by townships. My memory may not be clear on this, but there were in the neighborhood of 3,000 counties in the United States. Michigan, for example, had eighty-three. Counties were divided into townships, running from sixteen to thirty-two, according to the size of the county. There were counties in Texas with thirty-two townships. If a dealer had been a successful county dealer, controlling sixteen or thirty-two townships, and he had taken his contract estimate of cars for the county, and the retail sales, disclosed by name and address of the retail buyers that the sales he had made to take that estimate, the entire estimate for

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the year, had been sold only in four townships surrounding the town in which he was located, then it was clearly evidenced that he had not covered the other twelve, or the other twenty-eight townships in the county controlled under his contract. Is that what you mean, Mr. Davies?

Q. What did you do upon that basis?

A. In contracting with the same dealer for the next year, we eliminated from his contract the townships he had not worked to sell his estimated cars, and if we did allow him to have two more townships adjacent we would increase his estimate one year over the year before to cover what we figured should have come in the territory still open. Then we appointed independent dealers, by taking the territory away from him which he did not cover, and appointing new dealers. That expansion plan of breaking down a territory and increasing the number of dealers was one of the special features of Ford, in his selling ideas.

Q. Did that plan exist prior to March 1, 1913?

A. Yes, sir.

Q. Did you apply the same plan to the retail distribution?

A. We applied the same plan in the cities, by zoning the retail salesmen. We finally worked out a plan of handling the city in a retail way exactly as we had for the wholesale, by breaking up a city into blocks, and assigning so many blocks to the retail dealer, whereby he was compelled to canvass for his prospects by ringing door bells and introducing himself. That was a very intensive method of retail selling, covering the entire city by calling on every resident of the city, and the zoning plan, to avoid duplication of efforts of the salesmen, was done by residential sections rather than the office buildings. A man was canvassed where he lived, and not where he worked. That prevented the same prospect being called upon twice. It prevented two salesmen calling on the same prospect.

* * *

Q. (During cross-examination

by Mr. Gregg.) You stated the Ford Motor Company was immune from competition. Do you think, Mr. Hawkins, that any company, in part a manufacturing company and in part an assembling company, producing an article protected by no monopoly, by no patent, secret process or copyright, earning annually more than 100 per cent on its investment, is safe from competition when the industry gets down to a stable basis, that will attract capital where capital will take the chance and come into it?

A. I think the Ford Motor Company is in that position today.

Q. You do not think General Motors, and the Chevrolet are competitors of Ford?

A. I do not think so, no. Mr. du Pont told me personally and Mr. Ford personally at the first meeting I ever introduced him—

MR. GREGG. I object.

THE MEMBER (Mr. Sternhagen). Let him finish his answer.

THE WITNESS. I took Mr. du Pont out to Mr. Ford and introduced Mr. Ford to Mr. du Pont. Mr. du Pont laid special emphasis on the fact, using a slang expression, "I would not step on his foot in the production of a small car," but he hoped to be second to him. Mr. du Pont knows where Mr. Ford could put the price of this car competitively with Chevrolet if he had to. The Chevrolet car would be high-price today in the outside market if Mr. Ford put the price on his car as he wanted.

Q. You do not think Chevrolet today is competing with Ford?

A. I do not say that at all. Under the plan of the General Motors Acceptance Corporation, which borrowed \$50,000,000 in bonds just yesterday to finance repossessed cars, I think, I do not see but what the General Motors Acceptance Corporation may sell a lot of cars on time.

Q. Then at present Chevrolet is competing with Ford?

A. I think every car that sells under \$1,000 is competing with Ford in an indirect way.

* * *

THE MEMBER (Mr. Sternhagen). What is the next pro-

Feb. 10, 1927

Good

A plan for conducting the business of housekeeping with the guesswork taken out—a guide to better living—a way of escape from the drudgery of inefficient methods—the guardian of family health and happiness—a companion for moments of leisure—Good Housekeeping is all of these. Not in the ordinary sense of a magazine, but as an authority of recognized standing. Consequently, every month over a million and a quarter women buy Good Housekeeping—and use it. And the Good Will arising from their satisfactory experience accounts, in turn, for the profitable experiences of advertisers in Good Housekeeping. Good Will and Good Business naturally go together.

IN THE woman's field there are six magazines of large circulation.

If you are fortunate in having a bountiful appropriation, perhaps you can afford to buy several.

But—if you insist that every advertising dollar do full duty

THE RECORD OF LEADING ADVERTISERS

(In thousands)

CLASSIFICATION

Foods	44
House Furnishings & Furniture	112
Household Equipment & Supplies	106
Building Material	68
Wearing Apparel	41
Toilet Articles & Druggists' Supplies	9
General	53

Evidence of GOOD WILL

In's field you had best buy Good Housekeeping.

This is not our conviction alone. It is the opinion of the keenest judges of values among the advertisers themselves and their agents.

Good Housekeeping carries more accounts—more pages full due advertising — than any

of the other monthly woman's magazines.

And more of these accounts are advertised exclusively in Good Housekeeping.

The Good Will of the majority of advertisers is the clearest evidence of Good Housekeeping's advertising effectiveness.

EXCLUSIVE ADVERTISING IN SIX WOMAN'S MAGAZINES DURING 1926

(In illustration *Good Housekeeping* is No. 1)

ON	No. 1 Pages	No. 2 Accts. Pages	No. 3 Accts. Pages	No. 4 Accts. Pages	No. 5 Accts. Pages	No. 6 Accts. Pages
ure	44	4 18	— —	— —	2 1+	1 1
pplies	112	10 19	— —	1 +	3 + 1	+ 1 +
	106	6 .8	5 6+	— —	2 1+	6 3+
	68	2 2+	2 6+	1 +	— —	3 16+
Supplies	41	25 * 67	4 5+	3 2+	10 1+	7 2
	9	4 10+	7 7+	6 3	22 12	7 5
	53+	36 85	12 18	10 3	28 4	33 4

(Due to lack of space, lineage up to $\frac{1}{2}$ page is indicated by plus, over $\frac{1}{2}$ page is credited as a full page)

GOOD HOUSEKEEPING

CAGO NEW YORK BOSTON SAN FRANCISCO

Feb. 10, 1927

gression going to be in the next five years, as compared with the past five years?

THE WITNESS. I do not know. I have known Mr. Ford since 1902, when he was superintendent of the Cadillac Automobile Company, and I audited their business, and I have never yet seen in all my experience anybody who could find Mr. Ford in a bad hole. I do not know what he is liable to do. I am not worrying about him. I would worry more about the other automobile manufacturers than Mr. Ford.

THE MEMBER (Mr. Sternhagen). You have no idea what the future holds forth for the business as based on its immediate past?

THE WITNESS. No.

THE MEMBER (Mr. Sternhagen). Do you think there is any relation between the past five years to what will happen in the next five years?

THE WITNESS. I think the Ford business will be as profitable, if not more so, in the next five years, than it has been in the last five years.

G. P. Shutt Joins Lyddon & Hanford

George P. Shutt has joined the New York office of the Lyddon & Hanford Company, advertising agency. He was formerly with *Architectural Forum* and Street & Finney, Inc., New York advertising agency.

Appoints Doty & Stypes

The Corvallis, Oreg., *Gazette-Times* and the Pendleton, Oreg., *East Oregonian* have appointed Doty & Stypes, Inc., publishers' representative, as their Pacific Coast advertising representative.

C. H. Hudson with The Chambers Agency

C. H. Hudson has joined the Louisville office of The Chambers Agency, Inc., advertising agency, as chief of the production department.

J. N. Comnings Joins Atlanta Agency

James N. Comnings has been appointed to direct the research and merchandising department of the Lewis & Coffee Advertising Agency, Inc., Atlanta, Ga.

A Minister Is Helped with Data on Church Advertising

SECOND ADVENT CHRISTIAN CHURCH
PORTSMOUTH, N. H., FEB. 1, 1927.
Editor of Printers' Ink:

Your letter of January 17, enclosing list of fifty-five books on advertising, also clippings and list of articles, reached me in time to serve as an admirable help in the preparation of my address on "Church Advertising."

Speaking to others about your fine assistance evoked many comments of appreciation for your willingness to serve so thoroughly an entire stranger and one who could not directly return the service.

I am deeply grateful for your fine, unselfish aid.

REV. H. J. WILSON.

Death of Cameron Bristol

Cameron Bristol, a member of the contact department of Young & Rubicam, New York advertising agency, died at that city on February 2. He had been advertising manager of the Electric Storage Battery Company and sales and advertising manager for the Motor Oil division of the Sun Oil Company, both of Philadelphia.

At one time he represented *Woman's World*. He was also manager of the New York office of Young & Rubicam before that agency moved its general offices to New York.

Mr. Bristol was forty-five years old.

Kansas City Service to Open New York Office

Havens-Blair-Cartlich, Kansas City, Mo., an advertising service for retail stores, banks, etc., will shortly open an office at New York. George L. Cartlich, formerly advertising manager of Woolf Brothers, Kansas City, will be in charge.

N. J. Brooks Joins Michaels & Heath

Nichols J. Brooks, recently with the Norman A. Fyffe Corporation, New York advertising agency, has joined Michaels & Heath, Inc., advertising agency, also of New York.

Appoints Wm. B. Remington

The Olmstead Corporation, Springfield, Mass., manufacturer of silver seal corsets and sanitary specialties, has placed its advertising account with Wm. B. Remington, advertising agency, Springfield, Mass.

Joins W. B. Ziff Company

Wilmer Butler, formerly with the Philadelphia office of N. W. Ayer & Son, has joined the New York office of the W. B. Ziff Company, publishers' representative.

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New Automotive Section in Milwaukee!



The appearance on January 23 of an Eight-page Automotive Section marked the inauguration of a new weekly feature by The Milwaukee Sunday Sentinel.

Well edited and illustrated, this new section is devoted entirely to matters of interest to and affecting the motorist. Since The Sunday Sentinel has by far the largest circulation of any Wisconsin newspaper, its new Automotive Section is sure to be a decided factor in influencing the buying habits of Wisconsin's 600,000 motorists, as well as other thousands who will buy automobiles during 1927.

This newspaper belongs on the 1927 list.

THE SUNDAY SENTINEL
Milwaukee AND Chirgram

By far the largest circulation of any Wisconsin newspaper

National Advertising Department

NEW YORK
W. W. CHEW
285 Madison Av.

CHICAGO
W. H. WILSON
Hearst Building

BOSTON
W. W. CHEW
1035 Little Bld.

SAN FRANCISCO
T. C. HOFFMEYER
Monadnock Building

A FAMILY TOBACCO BI



*M*ORE than seventeen million dollars' worth of tobacco smoke wreathes through the lips of the men (and perhaps women) of the Great Herald and Examiner Family every year.

To manufacturers of tobacco products this Great Family presents an exceptional and economical advertising and selling opportunity. A seventeen million dollar tobacco market, reachable through one big newspaper, cannot profitably be ignored.

This Great Family represents a city within a city . . . five million readers every Sunday, and a million and a half daily.

NATIONAL ADVEHI

W. W. CHEW
285 Madison Ave.
NEW YORK

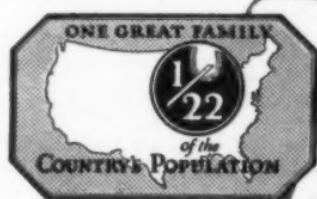
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BILLION DOLLARS \$17,000,000 ANNUALLY!

They are a desirable Family of open-pursed, free-thinking folk . . . youthful, virile people whose interests and buying instincts are modern.

Every year they spend \$1,500,000 MORE to read your message in the Chicago Herald and Examiner than they would have to pay to read it in the other morning and Sunday newspaper. That is true acceptance spelled in dollars!

A Herald and Examiner representative who knows this Great Family, and the best way to win its confidence, will arrange an introduction at your request.



here isn't
a thing
that they
don't buy

*Make them
your customers*

CHICAGO HERALD and EXAMINER

The Largest Morning Newspaper Circulation
in America at Its Price!

TELEGRAPHING DEPARTMENT

T. C. HOFFMEYER
Monadnock Building
SAN FRANCISCO

IDA BAILEY ALLEN



Joins the Sunday New York American

TWO pages on Modern Home Making—contributed by Ida Bailey Allen, international food authority, dietitian, author, lecturer and consultant—now greet the women readers of the Sunday New York American.

Mrs. Allen's household pages bring a new influence upon the women readers and also open up a great new market for advertisers of food products and commodities that go into the home. Get your share of the increased business that will result from the wide circulation of Mrs. Allen's writings in the Sunday New York American.

Sunday New York American

"The Backbone of New York Advertising"

Sunday A. B. C. 1,063,341

NATIONAL ADVERTISING DEPARTMENT

NEW YORK
1834 Broadway

CHICAGO
35 Walker Drive

BOSTON
5 Winthrop Square





Will Railroad Mergers Mean Less or More Advertising?

A Discussion of the Merger Plans of the Public Carriers and Their Political and Economic Aspects and Probable Effect on the Advertising Industry

By J. G. Condon

[EDITORIAL NOTE: The author of this article is a high executive with one of the most important lines in the East who finds it necessary to keep his identity a secret. He is a regular contributor to *PRINTERS' INK* on matters pertaining to the railroads. During the last year articles from his pen have appeared under the following titles:

"The Time Table Reaches Its Majority" (*PRINTERS' INK MONTHLY*), November, 1926; p. 58.
"The Railroads Advertise the Motor Bus," November 11, 1926; p. 137.
"Railroads Fight Back at Rivals for Passenger Business," September 9, 1926; p. 25.
"Getting Advertised Brands on Dining Car Menus," July 29, 1926; p. 145.]

IF all the marrying and giving in marriage of the railroads of the country eventuate, how will it affect the advertising industry of the United States? From a purely selfish standpoint, what will be the result of wholesale consolidation of railroads on the publishers, the printers and many other allied interests which now obtain a goodly part of their annual income from the salesmanship of the rail transportation companies? These are questions well worth the asking and equally well worth careful pondering at this particular time.

From a broad-gauge viewpoint, proponents of railroad unification are prepared to assure the public, which of course includes the advertising industry, that merging of the lines into a limited number of systems will be helpful and a business stimulant. They will contend that consolidation will serve to bring about important reductions in the cost of doing business and that these savings can be translated into reductions in freight and passenger rates. Likewise, they will assert that their plans will bring all the carriers nearer to a level, thus eliminating the weak sisters among them and make possible a rate structure which

will lead to the same rate of return to all companies and assure their patrons that no matter what line they use they may expect a character of service equal to that of any of the others. They will contend that such a plan is absolutely necessary if the lame and the halt, and possibly the blind, among our railroads are to be saved from bankruptcy and worse.

On the other hand, those in opposition to consolidation of railroads assert that the promised reduction in expenses, if brought about, will be so trivial it cannot mean rate reductions and declare that anything that might be gained in this direction would be completely offset by reductions in the standards of service as a result of the loss of supervision that must necessarily follow the building up of large and unwieldy systems. Likewise they deny that consolidation will end the weak-sister evil among railroads, asserting it is utterly impossible to build up systems which will be absolutely even, and that even if all the railroads of the country are merged into fifteen or twenty units, it must necessarily follow that some will be stronger than others, that it will not be possible to make rates which will bring all of them an equal return, and that within a comparatively short while the plight of the nation's carriers will be no different than it is today.

A POLITICAL QUESTION

The question of whether the railroads shall be unified bids fair to get into politics, if it is not already there—at least to a limited extent. President Coolidge has urged legislation permitting voluntary consolidations and there are bills pending in both houses

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of Congress which would permit applying carriers to merge, provided such a union is approved by the Interstate Commerce Commission. Under the present law, consolidation of railroads is permitted, but in such a way that it has, thus far, been found impossible to obtain results and at the same time meet the law's restrictions. Here is the trouble:

The Transportation Act of 1920, better known to some as the Cummins-Esch Act, provides that before the Interstate Commerce Commission puts its O. K. on a railroad consolidation, it shall first have made and published a plan for the merging of all the railroads of the country into a limited number of systems and that any consolidation it may approve shall be in entire harmony with its published plan.

After this law became effective the Commission set out to do its part by making the plan for which the law called. Professor William Z. Ripley, of Harvard, was called to Washington to assist in the dividing up of the railroads and later he submitted a complete scheme. The Commission published it, after adding a few thoughts of its own. The plan was announced, however, as a tentative one which, if there was not too great objection, was later to be made permanent.

Right then trouble arrived. The tentative plan did not make a hit. Few railroads were satisfied with the bed-fellows Professor Ripley and the Commission had picked for them, and many cities of the country were loud in their expressions of dissatisfaction with the way it was proposed to join up lines serving them. Various growing commercial communities, now with at least two railroads within their limits, found themselves facing the prospect of dropping back to the category of one-railroad towns. It naturally followed that they were in no way disposed to accept this slap without a strenuous protest. These protests proved so numerous that the Commission has never made its plan permanent, although the

tentative one was announced more than five years ago. In fact, the Commission recently has told Congress it is unable to make such a plan as the law calls for, and has suggested that it be relieved of the duty. It wants merely the right to say whether a consolidation is a good one, when it is properly put before it by railroads seeking unification.

Getting legislation to this effect through Congress, however, has not been easy. Students of the Washington situation are inclined to believe there will be no railroad consolidation legislation at this session of Congress. Most railroads are for it. So are the bankers, a large element of the shippers and the Commission. But the rank and file of the people, the ones the politicians listen to, have manifested little interest. Under these circumstances, the Senators and Congressmen are without the driving force which passes new laws and lays them before the President for his signature.

LEASES AUTHORIZED

However, the existing law does not prevent some measure of unification. While it does not permit consolidation, it does authorize the Commission to approve of the lease of one railroad to another when, in its judgment, the circumstances warrant. It was under this provision that the Messrs. Van Sweringen, of Cleveland, sought to merge the Nickel Plate, the Erie, the Pere Marquette, the Chesapeake & Ohio and the Hocking Valley into one grand whole. Similarly, it is under its authority that L. F. Loree, of the Delaware & Hudson, is seeking to lease the Buffalo, Rochester & Pittsburgh in the East and to combine the Kansas City Southern, the Cotton Belt and the Missouri, Kansas & Texas in the Southwest. Likewise, the Reading would like to take over the Lehigh & New England in the territory adjacent to the anthracite fields, the Great Northern and Northern Pacific would combine forces in the wheat fields of the Northwest and the New York Central would gather under

its wings the Big Four and the Michigan Central in the territory they serve so effectively.

For the present, the interest of all who do business with railroads must center around these plans for leasing some roads to others. It is a problem in which every section of the country is interested. There have been schemes to combine all the roads in New England into one system, there is talk of merging the Louisville & Nashville and the Nashville, Chattanooga & St. Louis with the Atlantic Coast Line and the West is full of merger plans.

Proponents of consolidation consistently urge that anything that is done along these lines must at the same time insure the continuance of full competition. In other words, while railroads are to be combined under this plan, it is not intended that this shall be done in a way which will give particular companies a monopoly of any sort. How they expect to bring about unification of this sort is one of the features of the idea which is yet to be explained.

For instance, if the trans-continental lines between Chicago and the Pacific Coast go through a consolidation process, it is bound to mean a reduction in their number. Right now the so-called Hill lines are talking merger, which can only mean that either the Northern Pacific or the Great Northern is going to be eliminated as a competitor for business. Of course, both lines will be operated, but it will be a joint affair. No longer will the reader of advertising, in all likelihood, be called upon to choose between the respective merits of the Oriental Limited and the North Coast Limited. One probably will still have to determine whether his trip to Seattle or Portland will be via Glacier Park or Yellowstone. Both trains may continue to operate, but that old spirit of competition will be gone—the parent line will be satisfied, no matter which way the passenger may go. Right now the Great Northern is doing some effective direct-mail advertising in the East. A series of personally

addressed letters, signed by the general Eastern passenger agent of that railroad, is being sent to travel prospects emphasizing the advantages to be had by using that line enroute West.

"One should not undertake a journey of several thousand miles," warns one of these letters, "without assurance that provision has been made for safety, comfort, cleanliness, and not less important, will attract capital where capital This is followed by the announcement that "we Great Northern men are justly proud of our Oriental Limited food service," and definite detail as to how that road meets the food requirements of its passengers. That is a Great Northern advertisement—nothing else. But will the Great Northern be able to go on advertising in this manner if its management will be just as satisfied if passengers elect to use the Northern Pacific? They will, of course, advertise so that travelers may not be lured to the Milwaukee, the Union Pacific or the Southern lines, but one steady user of practically every form of advertising will be eliminated.

ONLY FIFTY RAILROAD ADVERTISERS

Today there are some fifty roads, possibly a few more, which may be classed as advertisers. Some, of course, use more than others, but all of them are consistent users of some form of publicity. The most ardent advocates of consolidation suggest that fifteen or twenty companies should follow the unification they have in mind. One of the strongest points they urge in this direction is the saving to be effected through a reduction in solicitation forces. Advertising is one of the most necessary adjuncts of business getting, however, and it seems likely to follow that part of this saving is going to come in a material reduction in the volume of advertising. It may be argued that reduction in the number of lines will mean an increase in the volume of advertising of those remaining. The unified Hill lines, for instance, probably will have to use double the amount of advertising in urging their joint

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advantages as against the Southern route to the Coast. Results of consolidations in other lines of business leave any such conclusion subject to grave doubt.

More important still is the future of the railroads under any such plan. Commissioner Eastman, one of the most forceful members of the Interstate Commerce Commission and its chairman until the first of the year, who is credited with being an ardent believer in Government ownership of railroads, is said to favor wholesale consolidations on the theory that the building up of a limited number of large systems will make it easier for the Government to take over the lines whenever the time comes that this theory may be put into practical effect. Advertising men, who know railroads, had a taste of what Government ownership would be like during and after the war when the railroads were under Federal control and William G. McAdoo was their director general. It is difficult to believe that any loud clamor may come from them for a return to conditions which then prevailed.

The situation is one of acute interest to all industry. It strikes at production volume and is even more sinister in its ultimate possibilities. Other industries do not hesitate to advocate their selfish viewpoints to Congress when necessary. There may come a time when advertising will go to Washington to ask that it, too, be considered in the railroad consolidation scheme.

Houde Engineering Company Appoints F. E. Emerson

Frank E. Emerson has been appointed to take charge of advertising and sales promotion work for the Houde Engineering Corporation, Buffalo, N. Y. He was formerly with the advertising department of the Larkin Company, Inc., also of Buffalo.

C. C. Kuh Joins "Harper's Magazine"

C. Clifford Kuh, recently advertising manager of the *Mid-Week Pictorial*, New York, has been appointed to the advertising staff of *Harper's Magazine*, New York. At one time he was with The Condé Nast Publications, Inc.

Contemplated House Magazine Title Found to Be Copyrighted

AMOS PARRISH & CO.
NEW YORK, JAN. 25, 1927.

Editor of PRINTERS' INK:

Relying to the inquiry of William A. Hertz, on page 120, of your issue of January 13, the word "Sellogram" is copyrighted by Amos Parrish & Co., and is used by our company as the heading for a weekly message syndicated for distribution among retail salespeople.

The name was created to help make the impression upon the person receiving it that the message was a matter of imminent importance.

W. R. HOTCHKIN,
Associate Director.

Florida Grower Press Appoints A. V. Ingham

A. V. Ingham has been appointed sales and production manager of the Florida Grower Press, Tampa, Fla. For eight years he was manager of Elbert Hubbard's Roycroft Shop at East Aurora, N. Y. and was at one time professor of typography at the Carnegie Institute of Technology.

F. P. SoRelle Joins O. S. Tyson Agency

Frank Porter SoRelle has joined the copy staff of O. S. Tyson and Company, Inc., New York advertising agency. He was previously advertising manager of the Tork Company, Inc., New York, and was at one time in the advertising department of the Underwood Type-writer Company.

Paramount Ink Account for Potts & Booth

The Paramount Ink Company, Inc., Shreveport, La., manufacturer of Paramount acid proof inks, has appointed Potts & Booth, Shreveport advertising agency, to direct its advertising account. Financial and legal magazines will be used.

"Beach and Pool" Starts Publication

The first issue of *Beach and Pool*, a monthly magazine devoted to the interests of the bathing beach and swimming pool industry, appeared in January. It is published by the Lightner Publishing Corporation, Chicago.

Appoints Jefferson Thomas

Jefferson Thomas, who formerly conducted the Thomas Advertising Service, has been made secretary of the Leesburg, Fla., Chamber of Commerce. He will continue as editor of "The Loop," the publication of the Gulf Coast Highway Association.

Prosperity Notes From - Louisville Kentucky

J Building permits in Louisville for January, 1927, were more than double the total for any previous January!

Kentucky is spending over \$12,000,000 for good roads this year!

The \$11,000,000 Hydro-Electric plant at the falls of the Ohio River is nearing completion. Three other large Hydro-Electric plants are putting electric current into thousands of Rural Kentucky Homes!

Bank Clearings and Sales Statistics also show effects of an uncommon market prosperity!

The Courier-Journal and The Louisville Times gained over 2,500,000 agate lines of advertising during 1926 and with over 150,000 Daily and over 121,000 Sunday offer COMPLETE coverage of this important market at one small cost!



**The Courier-Journal
THE LOUISVILLE TIMES**

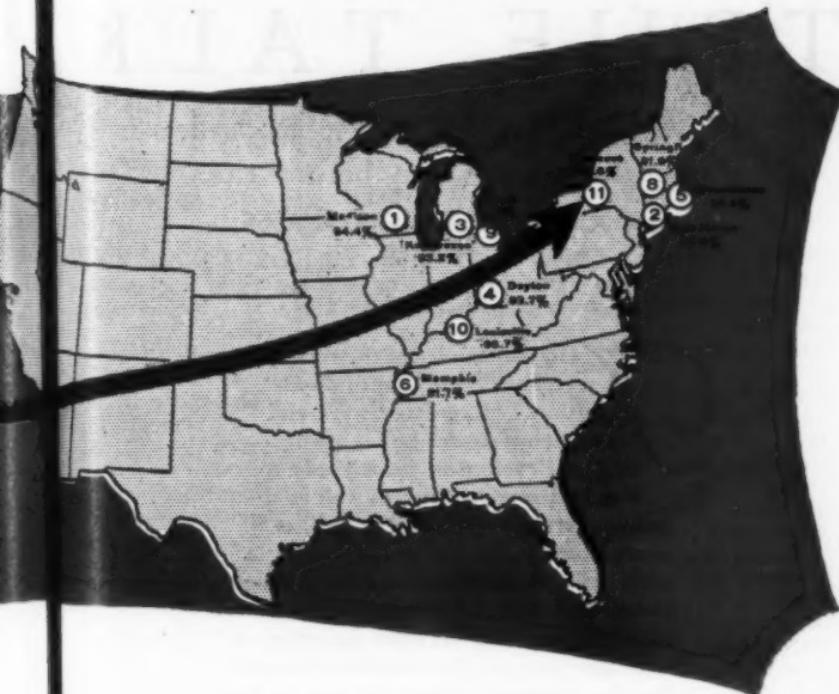
REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY



In SYRACUSE

— more than 35,000 industrial workers in 892 industrial establishments supply the nation with automobiles, trucks, and accessories, household and industrial machines, chemicals, farm implements, pianos, hardware, and a variety of other products annually exceeding \$150,000,000 in value.

Here your sales objective is the executive group which controls purchases of material and equipment for Syracuse enterprises. And here, as in other business markets, *The Magazine of Business* offers an excellent sales medium because of the concentration of its circulation among this small executive group.



the Syracuse market, 78.6% of the circulation of **SYSTEM MAGAZINE of BUSINESS** goes to major executives of Syracuse business and industrial enterprises.

PROPRIETARY

Owners.....	91
Partners.....	30

CORPORATE OFFICIALS

Presidents.....	181
Vice-Presidents.....	23
Treasurers.....	34
Secretaries.....	24
Bank Cashiers.....	6

OPERATIVE EXECUTIVES

General and Assistant General Managers.....	77
Financial Executives.....	31
Professional Men.....	23

Sales and Advertising Executives..... 19

Purchasing Agents..... 15

Comptrollers, Auditors, and Accountancy Executives..... 10

Superintendents and General Foremen..... 7

Office Managers..... 7

Credit Managers..... 2

Secretaries—Chamber of Commerce..... 1

Sub-Total (78.6%)..... 581

OPERATING AND MISCELLANEOUS

Salesmen..... 79

Office Employees..... 45

Miscellaneous..... 27

Total (100%)..... 712

circ. N.Y.

SYSTEM
The MAGAZINE of BUSINESS

CHICAGO

TRUE TALK

by Mr. H. E. TAYLOR in a speech made
over four years ago before the
ASSOCIATED BUSINESS PRESS



*T*HE real service of the retail merchant is not that of distribution. His greatest work and his greatest service is that of selection. His selection must apply to advertised merchandise as well as to non-advertised merchandise and, as a matter of fact, he can make but little differentiation between the two because his selection must be independent of that question. He and his store are going to be judged not by what the manufacturer tells the consumer about the goods, but rather by what the consumer thinks of the relative merits of the merchandise itself.

"Advertising after all, is but the modern method whereby the manufacturer or wholesaler of merchandise or service may tell about it to those whom he would have familiar with it.

"Unless advertising in sequence follows the same line that the merchandise itself follows as it goes from mill to consumer—the gaps that it must jump, the resistance which it must meet, the lack of contact between supply and demand, and the reversing of the circuit will consume a tremendous amount of costly power."

THE *Economist Group*

DRY GOODS ECONOMIST
DRY GOODS REPORTER DRYGOODSMAN

TELL AND SELL THE MERCHANT AND HE'LL TELL AND SELL THE MILLIONS

Do You Adopt the "You Attitude" When Writing Sales Letters?

Correspondents Should Visualize Those to Whom They Are Writing and Keep the Golden Rule in Mind

By Frank B. Mahon

Sales Promotion Manager, The Fyr-Fyter Company

ONE of the first rules of salesmanship is to put the prospect's interests first. Yet how many there are directing or assisting in the direction of the activities of men in the field who overlook this important principle in their letters to their salesmen. And where is there a better place to practice salesmanship than in the sales department's own letters?

As has been stated, the salesman must put things so as to appeal to the self-interest of his prospect. The same principle applies in the business letter that aims to sell an idea. We should write from the "you attitude," not from the "we attitude."

Talking about "the business we must do this year" indicates the thought back of it that the sales manager wants more business out of the salesman. In other words, "You dig—we need the business." Suppose the salesman tried to sell on that basis.

Wanting to see a man "listed as a steady producer" also indicates the "we attitude," as we are thinking of the man as producing business for us. The thought of being a "big earner" would appeal more to the salesman. He produces *for* us, but earns *for himself*.

The same thought of the writer's own benefit is seen back of the statement, "We are looking forward to great results from that section." When men are working on a commission basis, they must be sold on the *advantage to them* of doing their best. They are not interested in results *for us*.

Someone may say, "Oh, yes, you mean to use 'you' a lot, instead of 'we.' Now, I always make it a point to begin nearly every paragraph with 'you' rather than 'we.' Isn't that the 'you attitude'?"

Not necessarily, I have seen

plenty of letters that had a liberal assortment of "yous" scattered through them, many references to "your profits," "your business," etc., that were obviously at heart "we" letters.

Insincerity is usually apparent and a forced and unnatural use of the pronoun "you" does not give a letter the "you attitude" or make it a real selling letter. What is needed first is a real sizing up of the reader. No experienced salesman starts to sell without first sizing up his man and adapting his sales talk to him. Why should not this same consideration be given to the character and mental attitude of the one who will read our letters? Surely, it would help us in selling him on our ideas.

The purpose of every business letter is to make an impression that will induce some action on the part of the reader that will be favorable to the writer. If no immediate action is wanted, we at least want to build good-will in order to influence future action. Just as the salesman must emphasize the advantage to the buyer, so in our letters we must keep the reader's interests foremost—our own in the background—if we want to get the desired results.

The letter that is written entirely from our own standpoint and which does not visualize the reader, consider his needs and stress his benefit is written from the "we attitude." The one that plays up the reader's benefit is written from the "you attitude."

VISUALIZE THE READER

The first thing to do in securing the "you attitude" is to visualize the reader—consider what kind of man he is and what will appeal to him, as judged from his letter or whatever information we have

Feb. 10, 1927

about him, and then adapt our letter to him in *tone, language and substance*.

The following is an example of the kind of letter that results when the writer does *not* visualize the reader. This was written to a new salesman, supposedly with the intention of impressing him with the requirements of his new work. It is not adapted in *tone or substance*.

The salesman's letterhead shows that he is the home office representative, in a fairly large city, of a large life insurance company. Life insurance salesmen of this type are among the best salesmen to be found, and this man's letter indicates a high degree of intelligence; yet the correspondent's letter to him read:

In order to be a real salesman, a man must have an average personality—be of average intelligence—have the ability to work, and above all, he must know his product.

The tone of this letter is condescending and is not adapted to the reader. The writer was in the habit of writing to inexperienced men and did not consider that his reader was an experienced salesman. He wrote to him as if he knew nothing about selling. The effect on the reader can be imagined. If the *effect on the reader* had been considered in the first place, such a blunder would not have been made.

Compare the effect of this with one like the following:

Your experience in selling life insurance will certainly be a big help to you in this business. It has given you a real foundation for a big success in your new undertaking, and you can look forward with confidence to increasing your earnings over your best record for any year in the past.

Does not this kind of a letter both visualize the reader and sell him on his possibilities in his new work? Isn't that what a *salesman* would do?

A letter full of big words, or words used chiefly in offices, is not adapted to salesmen in language. The following is an example:

It is unfortunate that you have been ill and unable to assume your business

duties during the past few weeks. I hope that by the time this communication reaches you your health is very much improved and that you are able once more to carry on your business affiliations.

The reader would have understood this letter better and felt more friendly to the writer if he had said:

I am mighty sorry to learn that you have been ill and unable to work for the past few weeks. I hope that at the time you get this letter you will be feeling fine again and able to look after your business as usual.

Another example of lack of adaptation to the reader in substance, is a letter written to a school board, telling how many factories are using our products and omitting all reference to the fact that hundreds of school boards are installing our equipment. Such a letter is not adapted in substance.

A letter that talks only of our interests and does not keep the reader's interests foremost is another kind that is lacking in the "you attitude."

COURTESY IMPORTANT, TOO

The real "you attitude"—thoughtfulness for the other fellow—is also expressed in courtesy in our letters, for courtesy is nothing but thoughtfulness and kindness in little things. And what big dividends such courtesy pays!

If we keep uppermost in our mind that we desire to be of service, and to treat our correspondent as we would want to be treated ourselves, our letters will show the real "you attitude." If consideration for our reader dominates our thoughts, we will instinctively avoid anything that, though not meant to be discourteous, might sound so to our reader, and our letters will have the effect of establishing those pleasant relations that courtesy brings in every walk of life.

Accusations or implications of ignorance, carelessness or neglect on the part of the reader—even though unintentional—should be carefully avoided. To be courteous is to treat our reader as our equal and neither talk up to him as a superior nor talk down to him as

National Influences *on Local Prosperity*

THE progress and prosperity of the American farm family each year becomes more dependent on an understanding of agricultural problems that are affected by national conditions. Paul may plant good seed in rich soil. Apollo may water regularly. The whole family may harvest a bountiful crop. But the price is dependent on national production and the world market. Farm Life supplies the need for brief but interesting and important presentation of facts concerning the different national influences that affect farm profits.

T. W. LeQuatte
Advertising Manager

Farm Life

Spencer, Indiana

an inferior. A tone of servility is to be avoided as much as a tone of condescension. Our letters will reflect our mental attitude toward our reader, so it is essential that before we write we think of him as an equal and a friend, and write as we would want to be written to were the situation reversed.

A request, "Let me hear from you," which we may mean in a kindly way, may sound brusque to our reader. The use of "please," "thank you," "we appreciate," etc., helps to soften expressions that otherwise might appear harsh, without detracting from the force of our message. Polite language cannot cover up a discourteous thought—it only makes the letter sound sarcastic—but it can help reveal our real, friendly "you attitude." A letter that is even unintentionally discourteous is certainly not adapted to any reader in tone or language.

It takes very little extra thought to write real "you attitude" selling letters, and once it becomes a habit it will be the easy and natural thing to do. But old habits of putting everything from the "we attitude" must be changed. Just as the successful salesman learns to size up his prospect and point out advantages to him, so the letter writer can learn to visualize his reader and adapt the message to him.

To do so it is necessary first to get the habit of thinking before we write each letter, "What kind of man is this I am writing to? What kind of language will be most familiar to him and appeal to him most? What is he most interested in?" and "How can I appeal to that self-interest?"

Leo Macdonald with Baltimore Agency

Leo Macdonald, recently with the Andrew H. Kellogg Company, New York, has joined the Drechsler-Peard Company, Inc., Baltimore advertising agency, as art director.

Sales of United States Stores

The gross sales of the United States Stores Corporation for the year ended December 31, 1926, were \$35,274,947, against \$34,034,493 in 1925.

A Toledo Bank Advertises the Lawyer

"Ablest of Pleaders for Others—They Seldom Speak for Themselves!" is the headline of a recent advertisement of The Commercial Savings Bank and Trust Company, Toledo, Ohio. It is illustrated by a courtroom scene. A subhead explains that "Toledo is host this week to the Members of the Ohio State Bar Association."

The text in part, reads as follows: "Assembled here are the men whose professional forebears laid the deep, strong foundations upon which rests our whole civic and political structures." Then follows an expression of the services the lawyer can and does render. The text closes with the paragraph: "Seek out such a lawyer at your earliest opportunity. Engage him as your family attorney, and use his fine talent freely and without stint. In all your life you will never make an investment that will pay greater or more satisfying returns."

Beneath the signature of the advertisement an italicized line advised: "Visiting lawyers are cordially invited to call upon our officers and staff for any desired courtesy or service."

New Accounts for Toronto Agency

The Ontario Equitable Life & Accident Insurance Company, Waterloo, Ont., has placed its advertising account with the William Findlay Company, Ltd., Toronto advertising agency. This agency will also direct the advertising account of MacLean Building Reports, Ltd., Toronto.

Atlantic Publications Add to Staff

Kenneth R. Tarbox, formerly with the Macfadden Publications, has joined the Chicago office of the Atlantic Publications as a representative of *Youth's Companion*. Rodman Hanson has also joined that office as a representative of *House Beautiful*.

Merrill Rogers Joins Calkins & Holden

Merrill Rogers, recently chief of copy for The Corman Company, Inc., New York, has become associated with Calkins & Holden, Inc., New York advertising agency.

To Direct Sales of United States Electric Tool Company

George M. Lawrence, of the United States Electrical Tool Company, Cincinnati, Ohio, has been appointed sales manager.

F. F. McNaughton, of Bicknell, Ind., has bought the Pekin, Ill., *Times*, a daily newspaper, from G. N. Gundersen.



CATO DID HIS STUFF!

We have always loved that story about Cato. (If interested, you can find it in McGuffie's third or fourth reader. We have forgotten which.) But the story's the thing—how Cato was captured in one of the first Punic wars, and later freed to go back to

Rome with the strict understanding that he was to persuade Rome to declare a lasting peace with her ancient enemy, Carthage.

But he didn't do it. He very much didn't do it. For during the next twenty years, every speech that Cato made in the Roman Senate on whatever subject—prohibition, tax refunds, or the latest graft connected with building the Appian Way—he always paused, and then added, with a force that 'woke the press gallery, "Carthago delenda est"—"Moreover, Carthage should be destroyed."

How weary a labor it must have been sometimes for Cato. They laughed at him, they pitied him, they "cussed" him, but the thing that makes it a story is that he kept at it.

And last year the excavator's spade dug up amongst the daisies, the remnants of Carthage, lost and fabled for 2,000 years.

We bow towards Cato and add that the reduction of public inertia is the reward of persistence. It is the force of reiteration that destroys Carthage.

**CALKINS &
HOLDEN, INC.**

247 PARK AVENUE • NEW YORK





The 'Olde'

Garden

of

*New England Homestead
Appears March 5th*

Forms close Feb. 26, 1927

NEW ENGLAND

[A Ready Market for All Farm Products]
[A Farm Market Ready for All Products]

New England farmers have one of the best markets in the world right at their door. The six millions of people in metropolitan and industrial New England offer a quick and satisfactory outlet for all New England grown farm products.

New England farmers sell their diversified crops readily—that is one of reasons why they buy readily.

Sell When Others Are in the Market to Buy

The timeliness together with the unusual editorial value and interest to readers are the chief reasons for the GARDEN ANNUAL's consistent record of producing results and making sales for advertisers. The most favorable time to display your goods is when others are actually in the market to buy. Truly the 1927 GARDEN ANNUAL will serve as a "Market Place" and buying guide for 80,000 New England farm families. March 5th will be "shopping" day. The 23rd GARDEN ANNUAL is your opportunity to intensify your advertising efforts, support your dealers and win your share of this desirable farm trade.

'O'reliable' Sales Maker—The 23rd Garden Annual

THE record of achievement of *New England Homestead* since it was established in 1855, and more especially the record of the GARDEN ANNUAL, since it was inaugurated in 1904, are indicative of the satisfactory progress of New England agriculture and the soundness and stability of the New England farm market.

The Spring feature GARDEN ANNUAL, published the first of each March, has firmly established itself among readers and advertisers as the outstanding and most valuable single issue of the year.

Experienced Advertisers Recognize Extra Advertising Value of the *Garden Annual*

The fact that so many advertisers use dominant space year after year in the GARDEN ANNUAL is convincing evidence of its real value. They know from experience that the high editorial standard, remarkable reader-interest and unusually long life of the GARDEN ANNUAL make it one of the most profitable advertising investments.

The 1927 GARDEN ANNUAL of March 5, older, bigger and more valuable than ever, deserves the most careful consideration of every advertising and sales executive.

Write for Interesting Prospectus



"More than a periodical, it's a Service—an Institution."

Phelps Publishing Company, Publishers, Springfield, Mass.
WARREN A. PRIEST, Advertising Manager

NEW YORK
386 Madison Ave.
H. H. Williams
A. H. Billingslea

CHICAGO
123 W. Madison St.
J. C. Billingslea

ST. LOUIS
Syndicate Trust Bldg.
A. D. McKinney

MINNEAPOLIS
Palace Building
R. B. Ring

LOS ANGELES
611 So. Coronado St.
Loyd B. Chappell

Whad ya' mean --executives



By executive we mean men who have the ability to think of broad business problems from a sane point of view. They are well paid because they represent the productive brains of this nation in its industrial and commercial interests.

BUSINESS is read by the ACTIVE MANAGERS of over 170,000 American enterprises. Sell them and you have the nation on your list of patrons.

They are the pivot of every important distributing campaign. Can you afford to pass them by?

Write for rate card and further information.

BUSINESS

Burroughs Ave. and Second Blvd., Detroit, Mich.

J. R. HAYES
One Park Ave. Bldg.
New York City

C. D. MacGREGOR
Burroughs Ave. and Second Blvd.
Detroit, Mich.

S. D. R. SMITH
434 S. Wabash Ave.
Chicago, Ill.

E. C. WILLIAMS
 Hobart Bldg.
 San Francisco, Calif.

A. E. CHRISTOFFERS
 Walton Bldg.
 Atlanta, Ga.

Style Created Our Advertising

Fabric Manufacturer Proves That It Is Perfectly Feasible for Style to Aid Advertising and Vice Versa

By I. A. Wyner

Vice-President, Shawmut Woolen Mills

STYLE and advertising usually are considered to be mutually antagonistic—as are fire and water. But our story indicates that style and advertising can be mutually helpful, for the introduction of a style element into our woolen jersey products actually created our advertising campaign.

How institutional advertising has been woven into this style campaign is an important angle of the problem, and probably the quickest way to show its part in overcoming the style versus advertising bugaboo will be to tell the story as it happened.

Knitted fabrics for dresses, by which I mean woolen and worsted and not silk fabrics, have been on the market since 1912. Coarse weaves, used for sweaters and brought to us from the Isle of Jersey, where they clothed fishermen, have been used for a great many years, but so-called fine gauge jerseys did not come into prominence until 1912.

When they did reach the market, they came as practical, workaday materials for practical, workaday suits and dresses. And for about seven years these fine gauge jerseys, in eight-ounce and twelve-ounce weights, continued on the market in never varying styles and with prices that were practically stationary.

They sold on the straight merits of the fabric, and they were used

by a few specialized dress and suit manufacturers. They were advertised seasonally by some manufacturers in trade magazines and by



6,050,303 WOMEN will read about
SAG-NO-MOR JERSEYS through our national
ADVERTISING campaign for 1926-1927

THE publications include: *Vogue Magazine*, *Vogue Bi-Monthly*, *Fashion Service*, *Pictorial Advertising*, *Fashion Boner*, and *Berwick Quarterly*.

Every woman and girl reader of these magazines is *readily interested* in news of fashionable and reliable new materials. A large percentage of these women will, inevitably, ask for Sag-No-Mor Jersey in the three goods departments of shops throughout the country.

The Watch Dog Advertising Bureau presents all facts in the Sag-No-Mor Jersey campaign for the fall and winter months.

Are you prepared to meet this demand? Miss Jersey advertising will begin to circulate in October. Act quickly—show in the profits of this huge campaign from the very beginning!

Sag-No-Mor Jersey, "the Fashion Leader," "All-Year Long—No-Mer," "The Popular Price Leader," "Admirable Jersey," "Down and Dandy Jersey," are other popular staple and novel weaves of this famous family.

WRITE FOR COLOR CARD AND SWATCHES

THE CONSUMER CAMPAIGN WAS USED AS THE BASIS OF BUSINESS-PAPER COPY

some retailers in local newspapers.

One outstanding jersey producer who did a good deal of trade magazine advertising, using the utility appeal, marketed his branded merchandise successfully on the wear element and the wear element alone. But in general, men in the jersey field saw no opportunity to advertise the product nationally. They saw it as a fabric which, after the fall selling season, waned and fell into such a low sales period that advertising

to the consumer would be useless. So, though this one brand was brought to the fore among buyers and retailers, the public did not know much about jersey.

Simply, the picture of the early jersey situation is this: A good, serviceable fabric with a steady market was advertised to the trade only on the basis of utility and was practically not advertised to the public at all.

Then, with changing times, mere utility of fabric became less and less important. About the year 1919 styles in women's clothes began to vary quickly, and materials, becoming more responsive to consumer interest in appearance, took on a note of smartness. Masses of women, with an ever higher standard of dress, demanded not only practical clothes but stylish clothes. Though utility still was wanted in materials, style came first.

Shawmut Mills had been turning out regular knitted goods with success. The Indian head had become a sign of quality, for we had been, like everyone else, featuring the wear that was to be found in our products. Now came a demand for style.

Our problem at this time was not so simple as it might appear. We faced not merely a need to create new weaves. To meet women's demand for quick changes in style, it would be necessary to design new weaves three or four times a year and to popularize these weaves quickly and completely before style ideas changed again and threw these new weaves out of date.

Therefore, when we decided to enter the good old practical and workaday jersey in the style race, our problem was not only to give it style but also to prepare it to meet quick style change and to take fullest advantage of each change.

The manufacturing side of the problem involved setting apart a definite portion of mill operation to take care of staple numbers and to give volume great enough to cover operating overhead. This arranged, we had to build a fancy department in which to try new

constructions and new yarns, and this department had to have a ready facility for quick increases in production to meet any buying response that might develop for the new materials. This meant also that the fancy department had to be in a position to secure at short notice supplies of yarns and other essentials for such quick increases in volume.

The other side of the problem is the one in which we are chiefly interested in this article—that of advertising and distribution.

In order to make quick distribution feasible and so to take fullest advantage of style, we urged a group of special manufacturers (manufacturers meaning dress producers who use mill materials) in large centers to capitalize on the newness of our fabrics by putting a mark-up on their garments sufficiently profitable to protect them from sudden style ending and the resultant closing out of garments.

This was legitimate, we felt, because consumers do not question the price of an article if newness and style appeal are in the article and because a protective mark-up tends toward safety in larger purchases of materials. Put into figures, we offered the manufacturer a chance for a good 70 per cent run before a new style change would cause him to close out his garments. Our plan was to eliminate as much risk as possible from the manufacturer's merchandising and, by cutting his risk, induce him to buy our fabrics in quantities large enough to make production of style materials profitable for our mills.

In order to create a stronger interest on the part of the manufacturer to feature Shawmut brand merchandise, we had to present an advertising plan which he could use in his dealer approach. This plan, based on a combination of institutional and style advertising, was bound to lead into national advertising, though at the beginning we had to build slowly and to start locally where the manufacturer would co-operate with us.

In laying out the plan and study-

How much Service Do You Deserve?

This Ellis Dope Sheet Shows the Advertiser a Way to Find Out

Should volume of billing alone determine the amount of agency service to any client?

Why should the agency "rate" its accounts?

What advantage does the advertiser get from a scientific rating?

What makes a Class D account? Or AA?

Where does the (+) or (-) rating come in?

* * *

RATING advertising accounts sounds at first like an agency problem but the results are vital to the advertiser. Ellis Dope Sheet No. 26, "Classifying Advertising Accounts," is an illuminating discussion of this important question, coupled with a simple method of rating accounts and reasons for each rating.

With this is a classification of agency services into 16 primary fields, boiled down from Mr. Ellis' sensational new book, "Check-List Contracts." The combination makes it possible to sense quickly what is legitimate "agency service" and what are, or should be, "extras."

Dope Sheet 26 has been chosen from

the Ellis Dope Book for a special offer (see coupon), both for its individual usefulness and as a fair indication of the new type of thought and service we are providing to the advertising world.

The Dope Book itself is a monthly sheet service devoted to problems of advertisers and agencies, including their relations to each other. It is built on a mass of authentic information as to practice and procedure among advertiser and agency organizations of many types, seasoned by Lynn Ellis' own experience of fifteen years as an advertising manager, agency branch manager and vice-president and director of one of the largest agencies in the country.

In addition to the Dope Book and "Check-List Contracts," (which book, at ten dollars, is a complete analysis of agency services), we can offer a part of Mr. Ellis' time for personal consultation.

Nowhere else that we know of can advertiser or agency get this kind of service. You'll want our brand of dope at your finger tips. Here's an offer that will let you judge it for yourself.

Send the Coupon—Look into this Dope!

LYNN ELLIS, Inc.
One Madison Ave., New York,
Room 346, Desk A-18

- Herewith \$1.00 for which you are to send me (a) Dope Sheet 26, described above; (b) another good Dope Sheet of your selection, and (c) Form GSA, the General Service Agreement form from "Check-List Contracts for Advertising Service"—total value \$2.75.
- Send complete information on the Ellis Dope Book, free.



\$33
per
year

Name.....

Town.....

Street Address..... State.....

ing the most effective way to advertise style fabrics, it had been necessary to recognize that the period of interest in newness of each material was limited. Therefore we could not expect to get continuous results from our advertising if we merely advertised each style for the period during which it was popular.

In order, then, to create a permanent impression in the consumer's mind, we would primarily have to focalize on the product as a quality fabric and secondarily stress the individual weave which each particular mode approved. By using a background of the fabric in general, we could maintain a permanent tie-up to our name through the quality appeal of the brand and at the same time could change our emphasis from one new style to another.

When our first style came in, a weave called Sky-Drift, we had no national advertising. But we did have the fundamental idea of what our advertising should be. So we offered to share proportionately with our manufacturers the cost of a co-operative effort with their dealers. Under this plan, our style of weave was to be featured at the same time that the manufacturer's garment styles were brought to the consumer's attention. We showed the manufacturer that such advertising would stimulate the retailer to constantly renewed interest in style fabrics.

We presented the plan to those manufacturers whose styles were the most authoritative in their districts, knowing that the shops they supplied were the leading establishments in each city and would set the pace for scores of other stores. It was important to select those manufacturers whose styles had achieved recognition. A concrete case will illustrate how we put the plan to work.

In New York the manufacturers to whom we sold our knitted fabrics were in a position to reach a leading Fifth Avenue store and, through our co-operative advertising campaign, to put in a window display, to advertise in local newspapers and to distribute counter booklets dealing with dress styles

and fabric appeals. These booklets were used also as envelope stuffers. The window showed models of our jersey material as made up by the several manufacturers handling the product, and the advertising showed Shawmut materials used in the individual manufacturer's dress mode.

As a result of the activities of this leading store, buyers from other houses made inquiries and took up the styles and fabric, but without any advertising help from us or from the manufacturer. Only the first store in each city received the assistance which I have outlined and which was aimed to start the ball rolling.

At the beginning, we also put on a New York fashion show. This was done with the co-operation of other jersey manufacturers who saw the advantage to the entire industry of calling attention to the product through a joint exhibit. Leading manufacturers submitted their best models in jersey for the approval of a committee of judges representing fashion magazines and department stores. As a result of this showing, the prize winning garments were sent over the entire country and leading stores were able to advertise that they had prize winning styles and models to offer.

This method of co-operative advertising with leading manufacturers was followed for several seasons, being backed all the time with extensive trade magazine advertising. As a result of these efforts, we obtained many window displays in Chicago, St. Louis and New York stores of prominence, and we took advantage of such displays by photographing them and using the photographs to sell smaller stores on the desirability of our jersey.

By 1925 we had reached the point where stores began to recognize the worth of our brand name. Our consistent trade magazine advertising and our co-operative newspaper efforts had impressed on the stores the fact that the Shawmut fabric had a standard merit, and the featuring of special weaves against this institutional background had maintained the



Is your market geographically localized?

Can you sell profitably only within a limited area? Perhaps it is the weight of your product that confines your sales activity to certain territories.

It may be the cost of installation. It may be the service requirements. Or there may be other restrictions that prevent you from operating on a national scale.

If such is the case, and you wish to get the most out of your territory, your marketing procedure requires the kind of direct advertising that we are qualified by personnel and facilities to provide.

To a discussion of this problem, we will bring, at your request, a breadth of experience and a specialized knowledge.



EVANS-WINTER-HEBB Inc. Detroit

820 Hancock Avenue West

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis • Plan • Copy • Art • Engraving • Letterpress and Offset Printing • Binding • Mailing



OF all the new and better ways of serving advertisers that have been developed in the past ten years, the zone service of the Wm. H. Rankin Company is one of the most important.

After ten years of planning and perfecting, the idea has been crystallized into action. And now we offer it to both old and new advertisers, confident that it will be received with the heartiest approval.

Ten years ago we began giving service to our customers on the basis of actually working with their District Sales Managers in each of the four zones. It was adopted. It was tested. It succeeded. Four years later we added the Toronto Zone to cover Canada. In 1924 Philadelphia was added as a completed unit in our chain of service.

* * *

These organizations cover the United States and Canada with their direct service. In addition, through affiliations now perfected, their service is extended to England, France, Holland, Germany, Australia, New Zealand and South America.

The Wm. H. Rankin Company, as is well known, operates complete advertising agency units in New York, Chicago and Philadelphia; and with branch offices in San Francisco, Los Angeles, Portland, Ore., Seattle, Wash.,

and Toronto, Canada, its record of service and the ability of its personnel is definitely established.

* * *

This group of outstanding advertising specialists presents a combination that must appeal strongly to every advertiser. Through it, the problem of creating and placing an advertising campaign in effect in any section of all this territory, or a campaign that shall be either national or world-wide in its scope, is simplified to the last degree.

The high efficiency of this company is attained by constant contact and communication, by direct personal contact and team work that it has taken years to upbuild.

During the past 27 years we have helped to pioneer many of the new phases of advertising—notably trade research and merchandising, zone advertising, national rotogravure advertising, radio broadcasting, color work in magazines, high grade trade paper campaigns, public relation service, and telephotography.

* * *

During the past six months we were awarded four new advertising accounts in competition with other agencies.

No. 1—A national account, because of our copy and the originality

of the merchandising ideas of our New York men.

No. 2—A western account, because of our thorough knowledge of the New York market and Eastern zone.

No. 3—An eastern account, because the new Sales Manager had contacted with us in his former position and knew our ability to write selling copy, and because of our Research and Merchandising departments located in Chicago.

No. 4—A New York account, thoroughly satisfied that many agents could serve him well in New York, gave us the preference because of the Research and Merchandising record of our men located in Chicago.

Because of these zone service stations, each completely equipped to conduct local as well as national campaigns, our customers have at their command in each business zone a group of experienced people who know the territory. They are working on their home grounds. There is no guess-work, no long distance experimenting. For once an advertiser can realize his ideal of a localized national advertising and merchandising campaign.

May we give you our complete story by mail or in person.

* * *

Our plan of zone advertising service adds intensive emphasis to the advertising efforts of our customers. It gives them the applied local knowledge and experience of men who have spent years building up their ability in their own sections of the world.

The result is that our customers eliminate the costly pioneering efforts heretofore necessary when opening a new territory of sales.

Art work and copy may thus be localized—be given the atmosphere which appeals convincingly to the people it is destined to reach. It speaks their language, it knows their tastes, it thinks their thoughts.

All of these zone offices work together as a unit and twice a year we have general conventions where we

plan and develop the proper team work which is so necessary to the success of zone advertising service. The services of each organization in its own territory are at the command of all the others. They co-operate, and they do it gladly, because through these years of testing and trying they have proven to each other that individual efficiency is multiplied manifold in this way.

Knowing that this triply-organized (Eastern, Central and Western) service plus Canadian and foreign advertising service will have a strong appeal to every advertiser who is farsighted and progressive, we are glad to go into fuller details whenever and wherever desired.

* * *

The majority of our business is obtained by the recommendations of the clients we now serve—we employ no salesmen.

A letter to the office nearest you will bring a prompt reply either by mail or by a personal representative.

We shall also be glad to send any interested advertiser our booklets "Radio Advertising—does it pay?" and "The Value of Analysis," also copies of letters from customers we have served from 5 to 27 years.

WM. H. RANKIN COMPANY *Advertising*

Established 1899

342 Madison Avenue New York City Murray Hill 9300	Tribune Tower Chicago, Ill. Superior 6600
North American Bldg., Philadelphia	

San Francisco • Seattle • Los Angeles Portland, Oregon • Toronto, Canada

Charter Member of the American Association of Advertising Agents
Member National Outdoor Advertising Bureau

Feb. 10, 1927

IN BUENOS AIRES

LA PRENSA

**Is The Only Newspaper That
Owns A**

**ROTOGRAVURE
PLANT**

Three rotogravure presses are necessary to supply the needs of the newspaper. From 16 to 24 pages are printed for the Roto Section of the Sunday Edition. Eight pages of pictures and the rest a magazine section of unusually high quality.

Average Sunday Circulation - 310,981
Average Daily Circulation - 240,233

JOSHUA B. POWERS
Exclusive Advertising Representative
250 Park Avenue New York

"SOUTH AMERICA'S GREATEST NEWSPAPER"

continuity of impression which we had, from the start, felt to be necessary in style advertising. We noticed also that many stores were tending decidedly to get behind nationally advertised names, and we felt that they were becoming more purchasers for the public than sellers to the public.

So we decided the time was right to capitalize on the power of branded goods by telling the public directly about Shawmut fabrics. But again we were up against a problem. Though we had decided to make our efforts continuous by stressing the brand name and featuring the individual weaves as they appeared, we had not decided definitely about the class of woman to which we would appeal.

Whereas the high-class market would seem on first inspection to be the best for style materials, it would not be the largest. Experience over a number of years had shown us that the class market set the style for the mass. It also had shown us that it takes a certain length of time before the style passes from the class field to the mass field, that the mass group is slower to take up a style product.

We figured finally, therefore, that we should advertise to both groups and that we should advertise to them at the same time, because the class market would respond quickly and, while our advertising was more slowly building up the mass market, stylish women would be wearing our materials and be presenting a very effective advertisement to the mass group.

So it was decided to use class and mass publications at the same time, to reach as many women as possible as quickly as possible.

Our first advertisement appearing in fashion quarterlies and general and class magazines was a page. The illustration showed a figure dressed in a new weave named Cud'l-doone, and copy told of color appeal, lightness of weight and adaptability for various parts of the wardrobe. Later we told of its use for beach capes and bathing suits, which was a far cry from the former appeal of jersey

as a mere workaday cloth for practical dresses only! In this same advertisement, following the original plan for an institutional background, we touched on Shawmut as an old mill making knitted fabrics.

The advertisement was keyed for consumer inquiries, telling of our willingness to submit samples and asking for the local retailer's name. Using these inquiries as they came in, we were able to work on the local dealer to sell him on our product.

Treatment of the advertisement was different in the class publications from that of the mass magazines because class publications are followed closely by the trade and what we had to say in them had a definite influence on dress manufacturers and retailers as well as on the woman whom we wanted to set the style for our weave.

But because it was to the mass of women that we looked for the real sale of yardage, having established the style note with the style leaders, we worked on the big market by pointing out that our fabric was popular among style leaders and that although such fabric was costly in made-up garments it was very reasonable when bought by the yard for home dress making.

Thus, by using different mediums at the same time, we were able to work up the interest of both types of jersey users so that the stylish woman would help us to sell to the large group of women that constituted our main market.

The next step in our general campaign, now that we had gained a certain recognition for jersey, was to eliminate difficulties of fit and to emphasize the construction of this knitted fabric. Jersey long had had a reputation for losing its shape, for sagging. And because we had patented a new process that enabled us to bring out a jersey which did not sag, we felt that it was wise to give the consumer this information.

Accordingly, we began to emphasize the term *Sag-No-Mor*, using it in conjunction with our Indian head trade-mark and the

Shawmut name. This then became the basic feature of our advertising, the institutional section of the copy. We continued to advertise fit with varying emphasis on style, the Sag-No-Mor name being featured through 1926 with individual styles brought into the limelight as they appeared. Eight to ten pages in four magazines were used, as well as four daily, weekly and monthly trade magazines and seasonal newspaper advertising to the trade.

* * *

Results from our effort to advertise style by working out a continuous appeal, based on the mill name and the quality of the fabric, with each new weave featured as it appeared, have been four:

(1) We have obtained a quicker response to each new weave brought out;

(2) We have gained a more representative dealer showing for our entire line of materials;

(3) We have been able to exert a greater influence on the consumer with each style and new weave;

(4) We have been able to exert a greater influence on the dress manufacturer with our appeal of new weave than we ever were able to exert when our appeal was that of wear instead of style.

Proof of all this lies in the fact that, while our yardage sales before advertising style were large, we have increased them 200 per cent since our advertising began.

Outstanding in our experience of overcoming the style versus advertising bogey, is that style advertising must be made continuous through the regular advertising of the manufacturer's name. We do not believe that individual advertisements for a style can be made to pay, for other manufacturers have tried it and failed. The advertised name of the maker must be associated with each new mode. This is borne out by the success of Mallinson silks, each style of which is sponsored by the Mallinson brand name.

Which means that, to advertise style, advertising must be kept up between styles.

Store-Equipment Companies Consolidate at Grand Rapids

The Grand Rapids Show Case Company and the Welch-Wilmarth Corporation, both of Grand Rapids, Mich., have been consolidated as the Grand Rapids Store Equipment Corporation. The new organization will have its main office in Grand Rapids, with factories in Grand Rapids, Portland, Oreg., Baltimore, and New York.

The officers are: President, S. D. Young; executive vice-president, Tom Thoits; vice-presidents, W. K. Williams, H. Williams, Edmund Morris, K. C. Welch, and C. C. Curtiss; treasurer, H. C. Wilmarth, and secretary, C. S. Allen.

The advertising account of the new company will be directed by The Green, Fulton, Cunningham Company, Chicago advertising agency.

New Accounts for Joseph E. Hanson Agency

The Charles W. Poulsen & Sons Carpet Company, Inc., New York, manufacturer of Claridge seamless carpets, has appointed the Joseph E. Hanson Company, Newark, N. J., advertising agency, to direct its advertising account.

The John Henry Stores, Inc., Newark, has also placed its advertising account with this agency.

Wahl Company Reports Net Sales

Net sales of The Wahl Company, Chicago, Eversharp pencils, for the year ended December 31, 1926, totaled \$3,607,666, against \$3,809,272 in 1925. Net profit for 1926 amounted to \$165,567, after charges and Federal taxes. In the previous year there was a deficit of \$100,182.

H. O. Raymond Advanced by W. B. Wilde Company

H. O. Raymond, assistant advertising manager of the W. B. Wilde Company, Peoria, Ill., manufacturer of the Hart oil burner and electric refrigerator, has been made advertising manager.

E. W. Mockler with Albert Frank & Company

E. Walter Mockler, formerly on the editorial staff of the *New York Commercial*, has joined the copy department of the New York office of Albert Frank & Company, advertising agency.

M. J. Harford Joins Winchell Agency

Matthias J. Harford, formerly with Erwin, Wasey & Company Ltd., advertising agency, has become associated with the advertising agency of H. C. Winchell, Chicago.



"TWO HEADS ARE WORSE THAN ONE"

Many advertisements are unmistakably the creation of several minds.

Such advertisements are usually bad —never above mediocrity.

On the other hand, every advertising classic without exception is the creation of one single mind.

Any number of men can confer for advertising discussion. The result may point out the most effective plan or appeal.

But from then on, it becomes a one-man job.

Just as one man, not two or three or four, can most effectively swing a golf club! Or shoot a rifle! Or kick a football!

Let one man write your advertising story. Limit him only as to detailed facts.

If that recipe doesn't give you the most profitable advertising you ever used, don't look for a new recipe — *find another man!*

HENRI, HURST & McDONALD • *Advertising*

58 EAST WASHINGTON STREET • CHICAGO

274 DELAWARE AVENUE • BUFFALO

The Future of the Art Director

SOME interesting predictions on the future of art directing were made by Paul Lewis, copy manager for N. W. Ayer & Son, in a recent talk before the Philadelphia Chapter of the Art Directors' Club. It is his opinion that art direction, as it is practiced now in advertising and publishing, not only will grow in importance but will be extended widely throughout the manufacturing industries.

"Art direction is the natural outgrowth of competition in selling," said Mr. Lewis. "That is the story of its growth in the advertising agency business and the same competition in the selling of manufactured products will lead to a more careful preparation of goods to be sold. Art direction as a profession is very new. Very few men have been able to call themselves art directors for more than a dozen years, and the chief development has come within the last decade."

"Today, the art director of advertising has not only the responsibility of making attractive layouts, supervising typography and character of pictures or decoration to be used, selection of artists, passing on engravings; all this, and in fact everything connected with the graphic presentation of the message contained in the advertisement, comes under his supervision."

Mr. Lewis, in referring to the work of advertising art directors, predicted that their counsel will be constantly sought by manufacturers for improving the appearance of their products by the use of better talent in designing. This suggests, of course, a field for the profession of art direction which is even wider in its possibilities than that of the advertising business.

"There are literally thousands of manufacturers of different kinds of products who veritably will be forced by the pressure of competition to employ art direc-

tion in the preparation of their products," continued Mr. Lewis. "Manufacturers of fabrics, furniture, pottery, china, glass, paints, rugs, carpets, toys, lamps, electrical fixtures, and scores of other articles can well afford to employ art directing talent if that talent will make their products more desirable in the eyes of purchasers.

"The designer of today will be succeeded by the art director of tomorrow, and this art director will not sit at a desk tracing out new designs to be placed before and passed upon by the factory superintendent and sales manager. He will go out into the world and study public taste and preferences; he will search into sources of art which are applicable to his product; he will keep himself alert to what is being done in the great art centers of Europe; and when any problem arises having to do with the design or graphic appearance of the product, it will be referred to him as art director as a matter of course."

Tile Manufacturers Elect F. W. Walker

At a recent meeting of the Associated Tile Manufacturers held at New York, F. W. Walker, for many years secretary and treasurer of the association, was elected president. He will be succeeded as secretary-treasurer by M. A. Illing, who has been in charge of promotion and advertising at association headquarters, Beaver Falls, Pa., for nearly twelve years.

New Account for A. T. De La Mare

James Good, Inc., Philadelphia, manufacturer of Keystone agricultural spray materials and Weedeex chemical weed killer, etc., has appointed the A. T. De La Mare Horticultural Advertising Agency, New York, to direct its advertising account.

Appoints W. B. Gellatly

William B. Gellatly, formerly advertising and publicity manager of the Home Owners' Service Institute, Inc., New York, has joined the Broderick Firesafe Homes Association, Inc., of that city, as vice-president and general manager.

The F. & W. Grand 5-10-25 Cent Stores, Inc., reports net profits in 1926 of \$682,184, after charges and taxes, against \$635,835 in 1925.

WHERE PEOPLE BUY —a New Market Condition Now Easily Reached

Any manufacturer or agency executive who has given observation to it, knows what amazing strides have been made in recent years by small towns the land over.

Motor car travel, the radio, more comprehensive distribution of publications, and widespread prosperity have brought the town, village and country dweller to a new taste and new intelligence in his buying demands.

The stores in the small towns are meeting this demand to the confounding of the larger cities. These people now buy in their own home towns.

That advertisers may be shown how easily and cheaply this vast new kind of market may be reached, this group of publications are now pooling their efforts in a campaign of education to exploit this unusual coverage.

6½ million paid in advance subscribers—over 30,000,000 readers eager to read your message in the columns of their favorite publication. Space of proven pulling power as eloquently shown by mail sellers for years past.

You can prove to yourself the unusual pulling power of this space by testing it with keyed or coupon copy. Most of our publicity patrons started that way.

Mail Order Publishers Association 510 No. Dearborn Street, Chicago

PUBLISHER MEMBERS

Blade & Ledger, Chicago	Illustrated Companion, New York
Clover Leaf Weeklies, St. Paul, Minn.	Illustrated Mechanics, Kansas City, Mo.
Home Friend, Kansas City	Mother's Home Life, Chicago
Household Guest, Chicago	Pathfinder, Washington, D. C.
Household Journal, Batavia, Ill.	Today's Housewife, New York City

"THE BEST SPACE VALUE IN AMERICA"

760,310

The Evening News

LONDON, ENGLAND

NET DAILY SALE

10th January 1927

WE CERTIFY that the average Net Daily Sale of *The Evening News*, after deducting all unsold and free copies whatsoever and excluding all special editions during the strike, for the year ended 31st December 1926 was

760,310

and for each month of the year 1926 was as follows:—

January	686,686
February	700,423
March	762,238
April	810,655
May (General Strike) ..	780,828
June	864,160
July	810,390
August	811,071
September	779,934
October	777,103
November	704,732
December	635,495

LEVER HONEYMAN & CO.,
Chartered Accountants.
 E. LAYTON BENNETT SONS & CO.,
Chartered Accountants.

1,740,365 *Daily Mail*

LONDON, ENGLAND

NET DAILY SALE IN 1926

Largest in the World

10th January 1927

We certify that the average Net Daily Sale of *The Daily Mail*, after deducting all unsold and free copies whatsoever and excluding all special editions during the strike, for the year ended 31st December 1926 was

1,740,365

and for each month of the year 1926 was as follows:—

January	1,748,391
February	1,758,461
March	1,769,223
April	1,759,576
May (General Strike)	1,775,295
June	1,706,557
	(Reduced Railway Services)
July	1,734,350
August	1,735,997
September	1,733,271
October	1,733,816
November	1,722,461
December	1,725,110

LEVER HONEYMAN & CO.,
Chartered Accountants.
E. LAYTON BENNETT SONS & CO.,
Chartered Accountants.

Feb. 10, 1927



Fine printing
by one of America's oldest banks

THE First National Bank of Boston, one of the oldest financial institutions in America, published in 1925 an interesting series of advertisements tracing the course of the bank's history. These advertisements were notable for their fine typography and illustrations.

They caused such favorable comment that the bank used reprints of them as a series of mailing pieces. The reprints were made on Warren's Thintext, because this paper insures the finest printing re-

sults, yet is so light in weight that it keeps mailing costs at a minimum.

In addition, Thintext folds smoothly, binds well, lies perfectly flat, and is sufficiently opaque so that printing on one side does not interfere with printing on the other. Send for our free booklet, "Making it Easy to Plan Printing on Warren's Thintext," and see for yourself how profitably Thintext can be used to obtain beautiful printing effects. S. D. Warren Company, 101 Milk Street, Boston, Mass.

T H I N T E X T

one of WARREN'S STANDARD PRINTING PAPERS

Home Demonstration of Radio Is Discontinued by Dealers

Sales Policy of Canton Dealers May Be Turned into Good Ammunition by Manufacturers

IN half-page space in Canton, Ohio papers, the radio dealers announced:

RADIO ANNOUNCEMENT CHANGE OF SALES POLICY

In accordance with the policy adopted by the leading radio dealers of the country, the Radio Dealers of Canton, after January 20, 1927, will sell radio receiving sets on the same basis as other standard merchandise and will discontinue the practice of installing radio receiving sets for demonstration purposes in the prospective customer's home before purchase has been made.

Standard brands of radio have long since passed the experimental stage. They are now generally recognized as having reached a point of development equal or superior to other manufactured products, and will perform in accordance with the manufacturer's guarantee. The discontinuance of the approval plan of selling radios will result in a decided advantage to the buying public. It will assure the purchaser of receiving new merchandise which has never been used on previous demonstrations. The purchaser of radio equipment pays for and is entitled to new sets, tubes, speakers, batteries, eliminators, etc. Our new policy of merchandising insures this. With the old approval system it was impossible, and resulted in much dissatisfaction.

One of the prominent dealers has this to say, in explanation:

"I didn't make a cent last year on my radio department.

"My profit on all the sets I handle, and I stock only the best and the most heavily advertised, runs from 25 to 40 per cent. That seems sufficient, but is it? I'll take the sunny side of percentages—40 per cent—and show you what I make.

"I pay my salesmen a straight commission of 10 per cent on everything they sell. My overhead is 27 per cent, which leaves me 3 per cent profit. You tell me that my overhead is too high, and I'll agree with you, but it can be explained.

"Up to the time we agreed not to give demonstrations, I had to give many of them every week. That stack of B batteries there, \$700 worth, attests to that fact. Not one registers a voltage suffi-

ciently high to permit satisfactory operation. They were all used on demonstrations.

"And that's not all. Used A batteries and A and B power units must be considered, and tubes, and even the receiving set itself. When you make a demonstration everything must be shipshape and to be that way, everything should be new, and then when the 'customer' declares he, or she, must try another receiving set before buying, where do I get off with a used radio receiving set and accessories on my hands?

"But that's not the half of it. Any appliance dealer will tell you about the 'shoppers,' but how are you going to tell a 'shopper' from a real buyer? I can't tell and I don't believe anyone else can.

"We found that one 'shopper' had twenty-nine receiving sets in his home in two seasons and another who has already had nineteen receiving sets this season.

"Then there are the 'weekenders,' as we call them. They just had to have a receiving set for Saturday night, because so-and-so from Jimtown was coming. Their visitors had a radio and if the visitors told them that the particular receiving set was a good one, they might buy it. It turned out many times to be just an evening's entertainment for someone at my expense.

"We have definite plans to keep up our volume without demonstrations. When a prospect shows a fair amount of interest, our salesmen are going to take the prospect out to a satisfied user's home to listen. And there is always one good place to demonstrate, and that's right here in the store. All of our advertising copy is built around the idea of coming into the store and asking for a personal demonstration."

The largest radio dealer in Can-

ton, a member of the organization, and whose views are in accordance with the others, refuses to advertise with the rest. He has this to say:

"We are not giving demonstrations in the home unless we are reasonably sure that we are going to make a sale. We have always given a home demonstration on every musical instrument we sell if it is desired and a radio cannot, or should not, be any exception to our policy. However, we are pretty sure we can make a sale before we send a set out of the store."

Manufacturers of radio receiving sets are not advertising "Ask for a home demonstration." They are directing prospective purchasers to dealers' stores. They now have the opportunity to strengthen dealer good-will by urging that demonstrations in the home be discontinued, or, at least, that they be confined to cases where a sale is almost a foregone conclusion.

New Business at Philadelphia

Arthur Rosenheimer, for the last eleven years with The Belber Trunk & Bag Company, Philadelphia, and recently in charge of sales, advertising and export for that company, has engaged in the business of export sales management. The business is conducted under his own name with headquarters at Philadelphia.

Foamite-Childs Corporation

Advances N. F. Kimball

Norman F. Kimball, assistant general sales manager, has been placed in charge of all advertising and sales promotion work of the Foamite-Childs Corporation, fire protection engineer and manufacturer, Utica, N. Y.

E. W. Young Joins American Automobile Association

E. W. Young, for the last five years New York district manager of the auto trails department of Rand McNally & Company, Chicago, has joined the field force of the American Automobile Association.

Appointed by Window Display Installation Bureau

Robert H. Knape has succeeded Clyde P. Steen as business manager of the Window Display Installation Bureau, Inc., Cincinnati, Ohio.

Merger Becomes National Harris Wire Company

The Harris Alloys, Inc., the National Alloyed Metals Company and the Murray-Harris Wire Company have been consolidated under the name of the National-Harris Wire Company, Newark, N. J. The officers of the new organization are: President, Francis R. Harris; first vice-president, Francis A. Harris; second vice-president, Frederick T. Harris; secretary, Albert E. Harris, and treasurer, Joseph W. O'Loughlin.

New Accounts for Porter-Eastman-Byrne

The Monarch Company, Inc., Webster City, Iowa, manufacturer of thermo-jugs, The Mendel Drucker Company, Cincinnati, manufacturer of trunks, and the Jenkins Vulcan Spring Company, Richmond, Ind., automobile spring manufacturer, have appointed the Porter-Eastman-Byrne Company, Chicago advertising agency, to direct their advertising accounts.

D. A. Andrews Advanced by Continental Motors

D. A. Andrews has been appointed assistant sales manager of the Continental Motors Corporation, Detroit, Red Seal motors. He has been with this company for fifteen years as service manager and will continue in that capacity in addition to his new duties.

Forhan Company Income Increases

The Forhan Company, Inc., New York, Forhan's dentifrice, reports for the year ended December 31, 1926, a consolidated income of \$631,204, after charges and Federal taxes, against \$550,835 in 1925.

Carl McQuinn Joins Henri, Hurst & McDonald

Carl McQuinn, for the last five years with the J. Walter Thompson Company at Chicago, has joined the staff of Henri, Hurst & McDonald, Chicago advertising agency, as an account executive.

Hart Schaffner & Marx Net Profit

Hart Schaffner & Marx, Chicago, report for the year ended November 27, 1926, a net profit of \$1,874,191, after charges and Federal taxes, against \$1,854,446 in 1925.

J. A. Small with G. Logan Payne

Joseph A. Small has joined the Chicago staff of the G. Logan Payne Company, publishers' representative.

OVER 32 PER CENT. GAIN

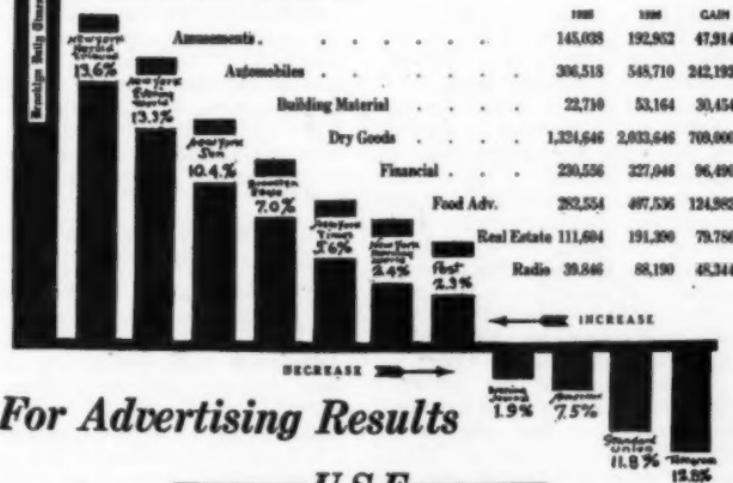
1926 OVER 1925

Brooklyn Daily Times *LEADS*

32.8%
Brooklyn Daily Times

All Brooklyn and New York newspapers (morning and evening) in percentage of total paid advertising increase for year 1926, with a total gain of 1,727,054 lines.

The following are a few of the classifications and the actual lines gained:--



For Advertising Results

— USE —

BROOKLYN DAILY TIMES

A.B.C. circulation for the audit year ending March 31, 1926, daily average 75,643

LORENZEN & THOMPSON, Inc.

19 WEST 44th STREET
NEW YORK CITY

122 S. MICHIGAN BLVD.
CHICAGO, ILL.

KOHL BUILDING
SAN FRANCISCO, CALIFORNIA

Publishers Cannot Be Compelled to Accept Misleading Copy

A Recent Decision Which Is of Interest to All Publishers

THE right of a newspaper to refuse to publish advertising that is misleading, untrue or otherwise in violation of ethical standards was upheld recently by New York Supreme Court Justice John B. M. Stephens of the Seventh Judicial District. The decision was in favor of the Rochester *Times-Union*, and was the outcome of an appeal for an injunction order made by the Amalgamated Furniture Factories, Inc., of Rochester.

Justice Stephens' decision establishes a precedent of nationwide importance, for he states no similar suit has been brought, "no guiding authorities had been cited by counsel and none had been discovered by independent research."

Court action was instituted by the furniture concern to compel the Rochester *Times-Union* to observe a contract entered into last spring, for the printing of 15,000 agate lines of advertising. When the newspaper's investigation convinced it that statements in the advertising copy were misleading, it refused to publish them.

Claiming that it would be impossible to do business in Rochester unless its advertising was accepted and printed by the *Times-Union*, the furniture company sought an injunction order from Justice Stephens, to compel the printing of the advertising during pendency of an action in which the matter could be threshed out. The suit itself may yet be tried in the New York Supreme Court.

In its complaint the furniture company states "that it is absolutely necessary and essential to plaintiff's business that an injunction be granted herein at the commencement of this action requiring the defendant in effect to continue to publish the plaintiff's advertisements from time to time during this action, as the same may be furnished by the plaintiff within the terms of said contract. . . .

"That plaintiff will not be able to sell this furniture now on hand and will not be able to carry on the February furniture sale as above described to any advantage unless the defendant is compelled to publish its advertisements with reference to the furniture now on hand and with reference to said February furniture sale during the pendency of this action and especially at this time and during the month of January, 1927. . . ."

The *Times-Union* maintained that it retained the right to censor or refuse advertising of the furniture company when the contract was made, and that a rate card, on which were the words, "All Copy Subject To Approval," was part of the contract signed. On this important point, Justice Stephens said:

"Whether or not the rate card was made a part of the contract is not, as above indicated, the only consideration; irrespective of the rate card, the defendant was under no contract obligation to publish untrue statements in its advertising columns; it not only has a right, but it was charged with a duty, to refuse to give publicity to statements known to be untrue."

THE COMPLETE DECISION AS HANDED DOWN

The decision, as handed down by Justice Stephens, follows:

The motion was orally argued January 4, 1927, and a few days later was submitted upon affidavit; the absence of a brief from either counsel has entailed additional labor here, in umpiring a divergent claim of the litigant, each equally insistent upon the strength of his position; no guiding authorities had been cited by counsel and none had been discovered by independent research that has been necessarily limited.

It has been assumed that there was a contract between the parties



"Reading up" on the next car to buy

TH E picture of the man reading the magazine is not just an eye-catcher.

It is a symbol of a thing advertisers study today—besides figures of circulation; *i. e.*: the reader!

For the man is a *different kind* of reader; and a very different kind of car buyer.

He wants to know before he buys; wants the ins and outs, whys and wherefores.

Exactly the human in-

terrogation point you advertising men talk about.

Precisely the man for whom you write your "reason why" copy.

As a motorist he is no mere switch-pusher. But capable—capable with head and hands both!

Popular Science is the magazine that gives him the kind of information he wants—and we have him over three hundred thousand strong!

ABC 302,018. 71% home owners. 86.6% own cars. 73% have incomes \$2,000 up. For circulation analysis, write 250 Fourth Ave., New York



Popular Science

FOUNDED, MONTHLY 1872



Advertised
regularly in
Child Life

FELS-NAPTHA

AGAIN the F. Wallis Armstrong Company has placed a full page schedule for Fels & Company in Child Life.

Check the current issue and you'll appreciate why agencies and advertisers regard this publication as one of their most important *family* media.

▲ ▲ ▲

You have a family product?

Here is your richest family market

Child Life has a 100% *family circulation*—reaches more than 131,000 quality-plus families every month—*only those with children!* This means quantity buying, maximum wants.

Advertisers stay with Child Life because they have found that it brings results. For advertising *any product that family people buy*, there's no finer magazine published.

Write direct for complete information.

CHILD LIFE

Rand McNally & Company—Publishers, Chicago

by the terms of which the plaintiff agreed to pay for space equivalent to 15,000 agate lines in the defendant's newspaper to be used between May 1, 1926, and May 1, 1927, said space to be used in advertising the plaintiff's business, and that the defendant agreed to publish the plaintiff's advertisement from time to time as the plaintiff should require.

Pursuant to this contract, the defendant published in six different issues between April 27, 1926, and November 10, 1926, both dates inclusive, six of plaintiff's advertisements, occupying an aggregate space of 4,045 agate lines, but has refused, although plaintiff demanded that it do so, to publish any further one.

The defendant claims to be within its rights in its refusal to furnish the remaining contract space to the plaintiff, on two grounds.

(1) That the privilege of approval of the copies of the advertisement was expressly reserved to it in the contract, and (2) that the advertisements already published were untrue and deceptive and the copies for those it declined to publish were of kindred character, even if offensive in a lesser degree.

If the rate card were a part of the contract, the defendant cannot refuse to approve copy without a reasonable ground for doing so, and even if it were not part of the contract, it has the right, in my opinion, to refuse to publish copy which contains a representation or statement of facts which is untrue, deceptive or misleading.

The defendant submitted the affidavit of the solicitor of the plaintiff's patronage to the effect that at the time the contract was signed he and the plaintiff's manager had before them and discussed a printed rate card, so called, which contains the detailed condition incident to running advertisements, the varying prices dependent upon the character of the business advertised and the space contracted to be taken, position which the advertisement should occupy in the paper, to-

gether with other details; among these several provisions but one bearing upon our present inquiry—"All copy subject to approval." The plaintiff's manager denies that the rate card having the above quoted provision in it was ever called to his attention; but that it was at least referred to, seems to be established by the form of the written instrument executed by the plaintiff; the quoted proviso may not have been the subject of discussion.

THE STATUS OF THE RATE CARD

Whether or not the rate card was made a part of the contract is not, as above indicated, the only consideration; irrespective of the rate card, the defendant was under no contract obligation to publish untrue statements in its advertising columns; it not only has a right but it was charged with a duty to refuse to give publicity to statements known to be untrue; this is not because, as one of the affiants seems to imply in his affidavit on behalf of the defendant, that it would be a crime to publish such an advertisement; he quotes without labeling the source of the quotation a brief phrase that occurs in section 421 of the Penal Law, relating to untrue and misleading advertisements; this statute does not brand the newspaper as a misdeemeanant but rather the advertiser; the former, though, cannot be compelled to co-operate knowingly in the commission of a crime, however formally binding his contract obligation may appear to be; this is elemental in the law of contract.

Attached to the plaintiff's moving papers are copies of all of the advertisements that were printed, together with the copy for the other ones which the defendant refused to publish.

The defendant's precise ground for its action seems to be that the plaintiff states in its advertisements, both expressly and in language susceptible to no other interpretation, that it manufactures the furniture which it retails in Rochester, while in fact, as the defendant is informed, the plaintiff

owns no factory and makes no furniture.

The plaintiff's place of business is well outside the general business section of the city and his advertisements, in stressing its ability to sell at a price 40 per cent below its competitors, contain the statement "Seventeen Blocks Away from Higher Prices" and more nearly to the point in its publication of April 27, 1926, in reply to the self-propounded question, "How can you afford to sell at such low prices?" it states, among other things: "Our merchandise comes in car lots from the factory." Again on May 19, 1926, we find in a display advertisement: "Forty per cent saving on your bill for household goods when they are purchased from the Amalgamated Furniture Companies, Inc. How Is It Possible? Answer: Our merchandise is shipped to us from our factories and arrives here on a railroad siding right at our door"; and yet, again, in the advertisement of May 12, 1926, it stated:

"We have the most elaborate daylight display of new and current numbers of furniture, built by our own factories for the furniture market"; this last-mentioned publication is also criticized by the defendant because it is alleged to contain a lottery feature.

The defendant produced affidavits tending to show that the plaintiff had no factories and made no furniture; I do not find in the affidavits submitted on behalf of the plaintiff any specific denial of the defendant's claim in this respect nor any allegation tending to support its published statement that the furniture it offers for sale is a product of its own factory; it is alleged, however, "that it is the intention of the plaintiff herein under the powers granted to it under a said charter to enter the manufacturing field and to manufacture furniture and to acquire, own and operate furniture factories"; and again, there is a general allegation "that there is no deception in connection with the plaintiff's advertisement or in connection with the use of its name, nor was

any deception ever intended thereby."

The copy for the later advertisements, however, which the defendant refused to publish did not contain the objectionable statements before mentioned; the defendant ceased to justify its refusal to publish them, on the ground that the name alone of the plaintiff is deceptive and calculated to mislead; that it inevitably suggests a merger of furniture factories and produces the impression upon the purchasing public that the merchandise it offers for sale is produced by its combined or amalgamated factories, quite as strongly as the direct statements before quoted; and further, that to publish the plaintiff's advertisements in the later form would be an endorsement of those earlier published.

The plaintiff asks substantially the same relief upon this motion that it demands in the complaint; if the relief be not granted, it is urged that the plaintiff will be remediless, for the period within which the advertising service is to be rendered will have expired before the action can be determined upon common law proof; by the same token, if the motion be granted, the defendant will be deprived of any benefit of such a determination; in either case, the *status quo* will not be preserved, and the object which the desired order is designed to secure is defeated.

The plaintiff has not presented a sufficiently strong appeal for the antecedent remedy; it may be able on the trial to establish its rights to publish its advertisements; if so, it will probably be entitled to damages against the defendant for its refusal to publish them when the plaintiff requested that it do so; the damages may be difficult to ascertain, but there is doubtless some basis upon which they can be computed approximately "upon reasonable conjectures and probable estimates." (*Wakeman versus Wheeler and Wilson Manufacturing Company*, 101 N. Y. 205.)

The circumstance that this decision goes only to the question

What about the G. C. O. M.?

The Great Central Ohio Market

The circulation of the Columbus Dispatch covers Ohio's Capital City and the GREAT CENTRAL OHIO MARKET..... 29 Counties with a total population of over a million, and a total wealth of over $2\frac{1}{2}$ billion

Your advertising message addressed to this vast audience through the columns of The Columbus Dispatch cannot fail to bring profitable results.

The Dispatch has for years been first in Ohio in total paid advertising, first in Columbus in classified lineage, and in all other important classifications.

arising upon the motion for an injunction order, designed to secure a remedy substantially identical with that demanded in the complaint, has led to a discussion bearing to some extent upon the merits of the controversy; this discussion, however, can in no measure control the trial court, nor is it intended to be advisory even; it is limited to the present purpose of inquiry into the plaintiff's right to a preliminary mandatory injunction.

The plaintiff, in its moving papers, ascribes motives to the defendant, founded upon conversations alleged to have been had between its manager and representatives of the defendant; the latter denied the statements attributed to them; if they acted solely upon the grounds the plaintiff alleges it may well be that the refusal to publish the advertisements was unreasonable; on the other hand, if the defendant had a legal right to refuse, any other motive, even if malicious, which is not claimed here, is negligible. *Kipp vs. Youmans*, 86, N. Y. 324; *Beardsley vs. Kilmer*, 236, N. Y. 80; *Locke et al. vs. American Tobacco Company et al.*, 121, A. D. 443, affirmed 195 N. Y. 565.

It follows from the foregoing consideration that the motion should be denied; the motion is denied with \$10 cost to defendant to abide the event; an order in accordance herewith may be submitted to signature. Dated Feb. 1, 1927.

S. C. Bursley Joins Madison Square Press

Sidney C. Bursley has joined the sales staff of the Madison Square Press, New York, direct-mail service. He was at one time a contact man and account executive with The Erickson Company, Inc., New York, and, more recently has been managing editor of the *Architectural Forum*, New York.

Pierce-Arrow Appoints O. E. McCarthy

O. E. McCarthy has been appointed general manager of the Pierce-Arrow Sales Corporation, Chicago branch of The Pierce-Arrow Motor Car Company. He was formerly assistant sales manager at the factory at Buffalo.

Hendersonville "Times" and "News" Merged

The newly-formed Times-News Company has acquired the ownership of the Hendersonville, N. C., *News*, which has been consolidated with the Hendersonville *Times* as an evening daily, known as the *Times-News*.

J. T. Fain, who has become editor and manager of the *Times-News* and C. M. Ogie, managing editor, own a controlling interest. Charles A. Webb, one of the owners of the Asheville *Citizen*, is a member of the board of directors. Mr. Fain was formerly owner of the Rock Hill, S. C., *Herald*.

Noah Hollowell, former owner of the Hendersonville *News* plans to start a paper at Hendersonville devoted to farming, poultry, truck and dairy interests.

Dairy Account for Lima, Ohio Agency

The White Mountain Creamery and Dairy Companies, Lima, Ohio, have appointed The William J. Grover Company, Inc., advertising agency, of that city, to direct their advertising account. A campaign is being planned for the purpose of securing the good-will of the producer and to increase the distribution of milk, ice cream, butter and cottage cheese.

Huston Thompson Joins Law Partnership

Huston Thompson, for the last eight years a member and twice chairman of the Federal Trade Commission, has joined Frank S. Bright and H. Stanley Hinrichs in a partnership for the practice of law. The partnership will be conducted under the firm name of Bright, Thompson & Hinrichs, at Washington, D. C.

B. L. Cochrane Joins George J. Kirkgasser Agency

B. L. Cochrane has joined the copy department of George J. Kirkgasser & Company, Chicago advertising agency. He was formerly with The Chicago Flexible Shaft Company and the Kansas City office of the Potts-Turnbull Company, Inc.

Leaves Rand Kardex Service Corporation

C. T. Anderson has resigned as Southern division manager of the Rand Kardex Service Corporation. He was at one time advertising manager of The Safe-Cabinet Company, Marietta, Ohio.

Merger of Newark, Ohio Newspapers

The Newark, Ohio, *Advocate* has bought the Newark *American Tribune*. The two papers have been merged.

Leadership in the South Remains with *The MIAMI HERALD!*

24,317,314 LINES

*Published by The Miami Herald
in 1926*

Publications of large Metropolitan centres only—exceed this lineage. The Miami Herald ranks NINTH among the ten LEADERS—

The Detroit News	34,630,570	Los Angeles Times	26,489,386
Chicago Tribune	32,715,561	Pittsburgh Press	25,254,684
New York Times	29,818,425	St. Louis Post Dispatch	25,161,920
Washington Star	28,900,824	THE MIAMI HERALD	24,317,314
Baltimore Sun	26,065,348	Columbus Dispatch	22,961,134

Again, The Miami Herald maintains its leadership in the great SOUTH. It's a mighty testimonial of its efficacy as an advertising medium. It reflects the present prosperity of Miami as evidenced by this fact—

THE MIAMI HERALD CONTINUES TO PRINT AN AVERAGE OF 28 PAGES DAILY—AND 72 PAGES AVERAGE PER SUNDAY!

No other city in the UNITED STATES has ever shown so rapid and amazing a "come-back" in the face of very, very adverse conditions. Here in Miami is a fertile field for the National Advertiser—and a wonderful medium to present your message to that rich field—The Miami Herald.

Total National Advertising Lineage 1926—OVER 4,000,000 LINES
(This includes advertising from other cities of State)

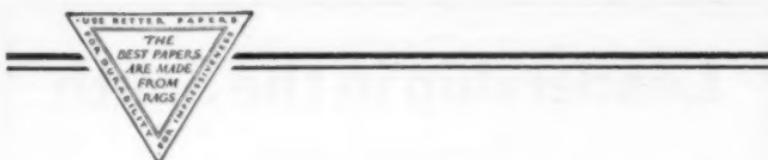
Strictly National Lineage (exclusive of State) 2,869,076 LINES

The Miami Herald GUARANTEES the
National Advertiser the LARGEST Home
Delivered Circulation In Its Territory

The Miami Herald

FLORIDA'S MOST IMPORTANT NEWSPAPER

FRANK B. SHUTTS, Publisher



Where there are people, there must be paper. Somewhere, behind every person in the crowds that throng our streets, is a ledger record,—a pay roll entry, a charge account or a bank book. Page after page of RESOLUTE LEDGER carries these items reflecting and controlling the activities of thousands in their daily work.

Serviceable, easy to print, easy to rule, durable and economical,—these qualities have helped make RESOLUTE LEDGER a universal favorite. Let it serve you!

Resolute Ledger

"Note the Tear and Wear as well as the Test"

NEENAH PAPER COMPANY

Makers of
SUCCESS BOND
OLD COUNCIL TREE BOND
CHIEFTAIN BOND
NEENAH BOND

Neenah, Wisconsin

Check the Names

WISDOM BOND
GLACIER BOND
STONEWALL LINEN LEDGER
RESOLUTE LEDGER
PRESTIGE LEDGER

Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes



The Anecdote and the Parallel Help Tell the Industrial Story

Picture Parables and Illustrated Comparisons Make Prosaic Technical Advertisements Interesting

By W. Livingston Larned

THE artist has drawn a rather pathetic pen study of a brutal teamster flogging his horse. The animal has slipped and fallen under the weight of an inordinately heavy load. "Don't flog a willing horse too hard" is the headline for this page industrial advertisement.

In this unusual manner the Niles Tool Works Company puts across an important selling point.

"You may have good machines in your boiler shop," the advertiser continues, "machines that were able to do the job years ago when they were made. But times have changed. The demand for heavier and still heavier work brought machinery able to stand the increased burden and do it on an efficient, money-making basis."

Advertisements of this character are in quite general use now, and many of the pictorial lessons and anecdotes are strangely interesting.

This effort to put a new spirit into the copy and illustrating of industrial advertising was inspired, to some extent, by stories brought back, in all branches, by company salesmen. One star performer admitted to his sales manager that he used anecdotes almost exclusively when selling a stubborn factory superintendent, who was indifferent to the more conventional appeals and technical argu-

ments. Scrapping equipment is an expensive move, and there is nothing more difficult than to make industry see the economical wisdom of doing it. This, of course, applies more particularly to smaller institutions, and to large ones



Smelling the Yard

"Let's get down to brass tacks."

The story of the origin of this expression is interesting. Forty or fifty years ago, in the dry-goods emporiums and the country stores, the drapers and grocers used to tie the cloth at the end of its counter-tabled right edge with a single brass tack, the mat for thirty-six inches. All goods were thus measured by "smelling the yard."

When the public began to notice an increase in the number of long-nosed clerks with short arms it commenced. So yard-sticks were nailed to the counters. This method proved awkward, however, and was replaced by a row of six brass tacks, spaced six inches apart.

If a clerk almost mindlessly went back to the "smelling" stage, he was quickly ordered to get down to the brass tacks.

Brass tacks used to signify customer satisfaction; and it is on this fact that the slogan of Bridgeport Brass, running for nearly thirty years, has been won. Realizing that customer satisfaction depends more upon uniform quality and whole-hearted cooperation than upon any other two factors, we assist your brass business.



AN INTERESTING ANECDOTE RELATING THE ORIGIN OF THE PHRASE: "LET'S GET DOWN TO BRASS TACKS"

which are still under the direction of old-timers.

Topping another industrial advertisement, graceful Diana, her bow and arrow poised, stands upon her aerial perch, and the rather startling headline reads: "Why

Diana Went from Madison Square." Hidden in this is an anecdotal object lesson, summed up in this manner:

"Last year they tore down Madison Square Garden—a building that was one of the masterpieces of Stanford White, the famous architect. The lovely statue of Diana on the topmost tower was gently lowered and moved elsewhere. It was a beautiful building. Right up to the time it was destroyed it was functioning as headquarters for the largest indoor sporting events in New York City. Circus, horse show, dog show, prize-fights—all were housed under this gigantic roof."

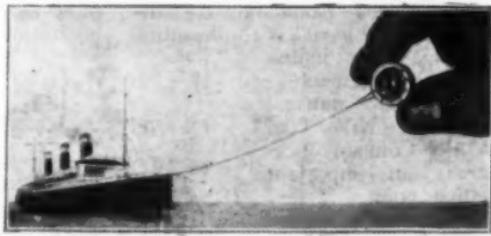
So much for the preliminary anecdote. Now the business in hand: "But modern methods had made this comparatively new building too old. It took courage to wipe out this building—but profit was assured. If you have lathes in your machine shop half as old as this building, then perhaps the time has come for you to scrap something good for something better. There is more difference between modern Time Saver Lathes and the old style than there was between the old and new Madison Square Garden."

Incongruous apparently, at first glance, the attractive pen drawing of growing coral, in a Niles-Bement-Pond advertisement, soon develops its story-telling power as the copy is read: "Millions of millions of tiny insects live their lives, they die and their piled-up bodies make a coral reef. The brains of hundreds of men have created our knowledge of machinery and machine tools. If we

emphasize our own share in the development of machine tools, it is only because we have had so many men working for so many years to produce major contributions to the industry." A colorful way to tell the advertiser's story and one which unquestionably produces copy of high reader voltage.

Pictorially, some of these object lessons, these happily chosen anecdotes and parallels, are well above the average, and lend spectacular

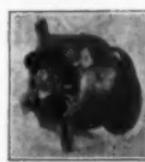
Actual size of one of twelve Fafnir Ball Bearings in the Sperry Gyro-Compass.



S.S. Leviathan, largest ship in the world, magnifying glass required.



Sperry Gyro-Compass Personnel, after hot bearing applied.



Sperry Gyro-Compass Eye Patch of Fafnir Ball Bearing applied.

A little bearing helps lead them

Any exaggeration about a tiny Fafnir Ball Bearing leading the giant Leviathan? None at all!

For the Leviathan, like nearly every other modern steamship afloat, including all the navies of the world, is steered by a Sperry Gyro-Compass. And down in the "heart" of the Sperry Gyro-Compass, supporting the vital mechanism, are tiny Fafnir Ball Bearings. Twelve of them altogether, and not one over six inch in diameter—all running silently, smoothly, efficiently. But above all, dependably.

For this service, a ball bearing had to be chosen that would not fail!

THE FAFNIR BEARING COMPANY
Makers of high grade ball bearings—the most complete line of types and sizes in America.

NEW BRITAIN, CONNECTICUT

Chicago Boston Cleveland San Francisco

FAFNIR
BALL BEARINGS

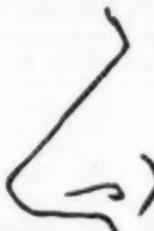


THE MOST COMPLETE LINE OF TYPES AND SIZES IN AMERICA

IN THIS CASE A NOVEL ILLUSTRATION IS CALLED ON TO TELL THE SALES STORY

interest to themes which are apt to become monotonous even to those most interested.

A Precision Balancing Machine is a complex device, with little in its favor for illustration purposes. But when a hand is shown dropping a delicate linen handkerchief upon it and the headline relates 'hat it is "Sensitive to the Weight of a 'Kerchief," the admittedly



A NOSE FOR NEWS

NEWSPAPER editors are notoriously immune to the commonplace. But they react immediately to fresh thought and clear statements of the topics of the day. In November, 847 newspapers quoted the *Forum*. These newspapers have a combined circulation of 56,797,749. Among others the *New York Times* and the *New York Herald-Tribune* gave the quoted articles front-page position.

The fact is that the *Forum* is read and quoted rather widely. Such editorial interest argues for keen intelligence and responsiveness on the part of 75,000 *Forum* readers.

Will this interested, wide - awake audience have the opportunity to read your advertising during 1927?

FORUM

A magazine of controversy

Edited by HENRY GODDARD LEACH

247 Park Avenue, New York

conventional picture takes on unexpected attraction.

To test the sensitiveness of the Precision Machine (which weighs more than a ton) a handkerchief was dropped on one end of one of the machines. The recording amplimeter showed a disturbance of two and one-half divisions.

Artists in the industrial field are finding new pictorial viewpoints, new approaches which have never been in evidence before and the large majority of them deliberately seek to make material, which has grown somewhat stale from the illustrator's experience over a long period of years, more interesting. This, and the desire to visualize a selling idea more definitely and unconventionally.

That Fafnir Bearings are used in the machinery of the steamship *Leviathan* is an important statement to make. A few seasons ago, the layout man assigned to building an advertisement of this character for industrial publications, probably would have felt it necessary to confine himself to a blunt, ungarnished statement of picture facts. He would use an insert, perhaps of a camera-study of the ocean liner, in a formal border. Elsewhere in the composition the bearing in question would be featured.

Today, romance and imagination are permitted to put unusual qualities into the illustration. A panel at the top shows the graceful liner against a quiet summer sky. In the foreground, at the right, a large hand is inserted, photographically. The fingers hold a small bearing, and from this bearing to the prow of the *Leviathan* runs a slender steel cable. A strikingly novel illustration, made plausible by this copy:

"A little bearing helps lead them. Any exaggeration about a tiny Fafnir Bearing leading the giant *Leviathan*? None at all. For the *Leviathan*, like nearly every other modern steamship afloat, including all the navies of the world, is steered by a Sperry-Gyro-Compass. And down in the 'heart' of the Sperry Compass, supporting the vital working elements, are tiny Fafnir Ball Bearings. Twelve

of them altogether, and *not one over an inch in diameter*. . . ."

An old subject becomes pictorially attractive by just such measures as this. The artist arrives at his point of view by a more indirect course than was permitted in the old days.

Humor and subtle story-telling have been long combined in the industrial campaigns conducted for the Bridgeport Brass Company. This advertiser has created an atmosphere and style that is different and distinctive.

A DISCONTENTED COW

Basing his illustration on, "Rumor has it that the famous Chicago fire in 1871 started by a cow kicking over a lantern," the artist portrays the scene with just a touch of good humor. In the gloomy barn, Mrs. O'Leary is milking her cow. But the cow objects. Both hind legs projected backward tip the lantern over in the straw which catches fire.

The advertiser tells this anecdote: "Lanterns like the one Mrs. O'Leary's cow kicked over, hanging lamps which were raised and lowered by brass chains, and green-shaded student lamps, formed the lighting equipment of the 80's—with the Bridgeport Brass Company supplying the brass for them.

"Lamp socket parts, fixture parts, cluster stems, hand lamps, and flashlights represent a large portion of the lighting equipment today, and the Bridgeport Brass Company is still furnishing the brass, and in many instances the fabricated parts, for the equipment."

All of the Bridgeport Brass Company advertisements are singularly novel, and their illustrations, in the aggregate, form a quite valuable portfolio of the methods of our grandfathers. There is the one of the scene in the drygoods store of fifty years ago, with a woman customer rigged out rather ridiculously as style goes now, and the clerk juggling a large bolt of cloth.

Under the heading "Smelling the Yard," the text reads: "Let's get down to brass tacks." The

ALTOONA — THE CITY OF HOMES

Nearly 60% of Altoona's families own their homes,—a record any city might be proud of. Of the 15,458 Altoona families, 14,024 live in private dwellings, which conclusively proves that since Altoona families favor individual homes, they are great buyers of home products and merchandise.

The underlying factor in this great percentage of home owners is the 44 thriving Building and Loan Associations with total assets of \$11,805,246, encourage and aid greatly in home ownership. The number of successful Building and Loan Associations is a remarkable record for any city in the country.

While Altoona is known as a great industrial city, it is remarkably free from lower classes of workers, which in many cities form slums or foreign sections. There is scarcely a trace of such segregation to be found in Altoona, and only 7½% of the population is foreign born.

27,884 A. B. C. Circulation

The Altoona Mirror not only enters the homes of Altoona's 15,458 families, but circulates freely in the entire trading area of 150,000 people. In this rich zone are 16,889 workers engaged in industries, who produce annually over \$80,000,000 worth of products and who receive as compensation over \$27,000,000.

These families all do their trading in Altoona and spend annually over \$26,000,000 in the retail stores.

To cover Altoona, the Mirror is *the logical paper*. It has more than twice the circulation of any other Altoona newspaper and has by far the lowest milline rate.

ALTOONA MIRROR

Altoona, Pa.

FRED G. PEARCE, Advertising Manager

Business Direct

How Well Is It Read?

The thoroughness with which the half-a-million families read OUR SUNDAY VISITOR was recently tested by a questionnaire returned by our readers.

Out of eight main editorial features, our readers reported that:

- 27.9% read ALL EIGHT every week
- 36.8% read 7 or more every week
- 51.9% read 6 or more every week
- 72.7% read 5 or more every week
- 88.5% read 4 or more every week
- 96.1% read 3 or more every week
- 99.0% read 2 or more every week

We venture to say that no other religious paper is read as thoroughly as OUR SUNDAY VISITOR; and that your advertising, placed in OUR SUNDAY VISITOR surely will bring you a satisfactory return on your investment.

The fairest proof of this will be given if you will try out your copy in this largest religious weekly publication.

OUR SUNDAY VISITOR

The National Catholic Weekly

HUNTINGTON, INDIANA

EASTERN REPRESENTATIVES
HEVEY & DURKEE
15 West 44th Street
New York City

WESTERN REPRESENTATIVES
ARCH CLEMENT & SON
163 West Washington Street
Chicago, Ill.

story of the origin of this expression is interesting. Forty or fifty years ago, in the drygoods emporiums and the country stores, the distance from the pointed nose of the clerk to the end of his outstretched right arm was universally accepted as the unit for thirty-six inches. All goods were thus measured by 'smelling the yard.'

"When the public began to notice an increase in the number of long-nosed clerks with short arms, it remonstrated. So yardsticks were nailed to the counters. This method proved awkward, however, and was replaced by a row of six brass tacks, spaced six inches apart. If a clerk absent-mindedly went back to the 'smelling' stunt, he was quickly ordered to 'get down to brass tacks.'

"Brass tacks came to signify customer satisfaction; and it is on this basis that the success of Bridgeport Brass, extending back sixty years, has been won." The advertiser announces in italics that "a souvenir brass tack will be gladly sent on request."

Here is an anecdote with a dual purpose: That of entertainment and of direct reference to the fact that the advertiser supplies the brass from which brass tacks are made.

"Does Your Organization have the Barrel Complex?" asks an advertisement for the Ohio Brass Company. The illustration pictures an overturned barrel, from which some junk has been wastefully spilled; junk that is by no means all junk, though. Then the explanation in this manner: "In the old days when insulators were not so good as present-day railroad operation requires, small insulators were packed in sawdust or straw and shipped in barrels. They looked and were only as good as such packing implies. All up and down the line on a few systems this impression still remains—long after the reason for it has disappeared. Many insulators 'bought by the barrel' method show as high as 5 per cent breakage. No one can compute the loss due to indifferent handling. Into stockrooms, out again

to the point of application on signal and control trains, the appearance of cheapness invites and gets its usual disrespect and waste."

This industrial battle against old-fashioned methods, obsolete equipment and factory waste in every department is being waged with feverish zeal by practically every advertiser in the field. For the moment at least, it would seem that these campaigns appear to be concentrating first on anecdotal object lessons and then on their own products. These messages and morals are being seriously digested because of the form they take.

The humor of much of this copy is its saving grace. A bitter dose is administered with a coat of honey.

At the top of an industrial advertisement there recently appeared a comical anecdote which, to a degree, expresses the spirit in question. In order to arrive at a certain argument, this bit of farce was injected:

"Two Scotchmen went bathing.

"One said: 'I'll bet you six pence I can stay under water longer than you.'

"The other said: 'All right.'

"Both submerged. The police are still looking for the bodies."

Alexander Q. Miller Dead

Alexander Q. Miller, for almost fifty years associated with Boston advertising agencies, died recently at Charleston, W. Va. He was seventy-six years old. His most recent connection was with the former Boston office of the Larchar-Horton Company, Providence, R. I., advertising agency, as an account executive. Previous to that time he had been for many years with H. E. Ayres & Company, Boston advertising agency, which was taken over by the Larchar-Horton agency in 1924.

Joins Staff of Philadelphia "Inquirer"

Edward J. Lynch has joined the New York advertising staff of the Philadelphia *Inquirer*. He was formerly with the *Magazine of Wall Street* and the Wendell P. Colton Company, New York.

New Business at Hartford

A. Leland Ziglatzki has opened an office at Hartford, Conn., as an advertising counsel.

Feb. 10, 1927

When a Bank Advertises Its Community

WESTERN UNION TELEGRAM
SAN FRANCISCO

Editor of PRINTERS' INK:

Please wire what issue PRINTERS' INK story of bank that advertised its city nationally.

PACIFIC RAILWAYS ADVERTISING CO.,
W. B. GARTHWAITE.

THE story referred to in Mr. Garthwaite's telegram appeared in the June 24, 1926, issue of PRINTERS' INK. It concerned the campaign of advertising sponsored by The Canal Bank & Trust Company of New Orleans.

This bank advertises itself by advertising New Orleans. The campaign, which is running in national publications, is believed to benefit the institution in one or more of five different ways.

(1) Identifying the bank with the city.
(2) Paving the way for new out-of-town accounts.

(3) Increasing business in Pan-American exports and imports.

(4) Improving interstate banking relations.

(5) Improving the general attitude of the institution's personnel.

The Old Colony Trust Company, of Boston, Mass., has featured New England in its copy for many years. This company has grasped the principle of using local tradition to enhance its own prestige. It has associated the bank with the commercial and historical record of New England.

A group of seven banks in Columbus, Ohio, ran an advertising campaign designed to sell the people of Columbus on that city as a place in which to live and work. The story of this advertising was related in an article which appeared on page 20 of the September 3, 1925, issue of PRINTERS' INK.

The Bank of Italy compared the unusual growth the bank has enjoyed with the growth and development of the State of California. The story of this campaign was given in PRINTERS' INK in the June 1, 1922, issue, on page 74.

The First Wisconsin National Bank, of Milwaukee, conducted a

The Biggest Month Ever

The Boston Evening Transcript published during
January the largest amount of

Financial Advertising

of any month in its history

More bankers are advertising in the Transcript regularly each week on a yearly contract basis than ever before. More of their syndicate offerings are being advertised also.

Boston Evening Transcript

New England's High Grade Newspaper

Wall Street Representative

JOSEPH A. KLEIN
42 Broadway, New York

National Advertising Representative

CHARLES H. EDDY CO.
Boston New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

HOMMANN
and
TARCHER, Inc.

Advertising & Marketing

C L I E N T S

SMITH BROTHERS COUGH DROPS

ESMOND BLANKETS

STEVENS SPREADS

WHITE ROSE TEA

PEQUOT SHEETS

P. N. CORSETS

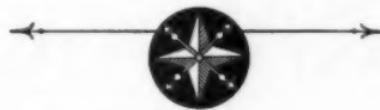
BENRUS WATCHES

IDEAL GAS BOILERS

SUCCESS MAGAZINE

BOOK OF KNOWLEDGE

ESTERBROOK STEEL PENS



25 WEST 45th STREET • NEW YORK

Feb. 10, 1927

Good Copy

The mechanics of advertising are simple: To buy advertising space, write a selling message, hire artist, engraver, and printer, to help you out and then pay the bills—lots of people can do that.

But with due regard for competition, to put a selling message into words which make the average man and woman honestly want to respond, calls for good copy . . . and that's a horse of a different color.

**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 MADISON AVE.
NEW YORK CITY**

newspaper campaign giving the complete history of Milwaukee. This campaign became so popular that the advertisements were used as supplementary texts in the history classes of the public schools of Milwaukee. An article which appeared on page 109 of the February 3, 1921, issue gives the details of the campaign.

Some banks have gone further in this type of advertising than merely to advertise a city or a State. For example, the Royal Bank of Canada, at Montreal, has just issued a very comprehensive booklet headed, "Canada and the Twentieth Century." The purpose of this book is threefold: (1) To bring to Canadian readers a fresh realization of the remarkable growth and vast resources of Canada; (2) to convince non-Canadians of the great opportunities of Canadian trade and (3) to supply to both classes an encyclopedia of information and a reference guide on Canada and Canadian industry.

PRINTERS' INK has watched bank advertising developments closely and articles are regularly appearing in this publication and in PRINTERS' INK MONTHLY on bank advertising campaigns. A typewritten report listing the titles of these articles together with the dates of issues and page numbers on which they will be found is available on request.—[Ed. PRINTERS' INK.]

C. A. Smith Joins Sweet & Phelps Agency

Charles A. Smith, formerly with The W. E. Long Company, Chicago, has been appointed director of production by Sweet & Phelps, Inc., advertising agency, of that city. He was at one time on the copy staff of the Lamport-MacDonald Company, South Bend, Ind.

Appoints C. J. Oliphant Agency

The Sun-Ray Lighting Products, Inc., New York, manufacturer of Aristocrat desk lamps and lighting fixtures, has appointed the C. J. Oliphant Advertising Agency, New York, to direct its advertising account.

The Endicott-Johnson Corporation, Endicott, N. Y., shoe manufacturer, reports sales for 1926 were \$70,661,674, an increase of \$1,314,743 over sales of 1925. Net profits, after charges and taxes, were \$3,697,878.

Safeguarding the Good Will of Your Product



An Automatic Danger
Signal Exclusively
KORK-N-SEAL

The position of the little lever is a "danger signal" that indicates at a glance whether the bottle is sealed or not. No other bottle closure has this feature. Manufacturers are keen to take advantage of this exclusively Kork-N-Seal feature to protect their product to the last drop and the buying public selects Kork-N-Sealed products in preference to those sealed by corks, screw caps or modified screw caps, for this reason.

WILLIAMS SEALING CORPORATION, Decatur, Ill.

Williams

KORK-N-SEAL

THE CAP WITH THE LITTLE LEVER

Feb. 10, 1927



picture readers ~all!

BACK from lunch. A moment or two when his mind takes a stroll. An ideal time to tell him *your story*, if you make it interesting enough to catch his mind when it feels like playing.

Why do children's primers have a picture of pussy with c-a-t.cat, *below*? Why the universal appeal of Andy and Min? Because the centuries have found no better or surer way to impress a fact than to picturize.

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, INC.

C. A. STINSON, President

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square

640

230 South 7th St.

P H I L A D E L P H I A

The Conditions Under Which Jobbers Will Co-operate

We Defined "Co-operation" and 81 Per Cent of Our Jobbers Gave Us What We Wanted

By C. W. Muench

Sales Manager, George Richards & Company

NOT many jobbers know just what a manufacturer wants when he comes to them and asks for co-operation in putting over some merchandising plan. Nor does the manufacturer, it sometimes develops.

Everyone concerned realizes, of course, that the manufacturer wants selling, and if possible some

minds of our jobbers met on the subject of co-operation. They knew definitely what we meant when we asked for their co-operation. And we knew just as definitely what we were going to receive when they agreed to give it to us.

The result: More sales for everyone concerned and a higher



George Richards & Company
100 North Dearborn Street,
Chicago, Illinois
Phone: DE 4-4510
Cable Address: HEMCO, Chicago

Name _____

Address _____

DOUBLE PAGES WERE USED TO SECURE DISTRIBUTION FOR THE HEMCO DISPLAY BOARD

advertising, help. But not infrequently a heavy haze hangs over the exact nature and extent of the activity that the mill or factory owner expects when he and his salesmen talk so glibly but vaguely of co-operation.

It is worth dollars and cents to tell the jobber specifically what you want and expect of him in selling a product or a line of products. After our experience of last year I am willing to say that without qualification. Our better than normal increase in sales in 1926 of Hemco electrical conveniences may be attributed largely to the fact that our mind and the

standard of merchandising on our electrical plugs and attachments.

Each year we center all our sales activities around some one basic idea. That is, we try to devise some peg on which a whole season's profitable merchandising effort can be hung. Naturally, if we can work up something that will arouse both the jobbers' and retailers' enthusiasm we create more sales and a more loyal distributing organization.

The good-size electrical jobber handles about 10,000 items. He has a fairly long list of different tasks to perform for each. So our basic sales promotion idea

For You —
A Junior Salesman that doesn't
get a "cut" on your commissions

If you, Mr. Salomon, had an assistant, a Junior Salesman, that stayed right in your distributor stores and helped you to sell more Hemco Plugs, yet didn't get a "cut" on your commissions — would he ever be called "poor"?

The new Hemco Display Boards do just that thing. Once you place them on your dealers' counters, there are three every minute the store is open, selling Hemco Plugs and Cord Sets to the general public. It is another service to you—increasing the dealers' requirements and the size of your orders.

Through national advertising the buying public is being told of the superior features of Hemco Plugs and how convenient it is to select the proper plug to fit your needs from the Hemco Display Board.

Your dealer customers will be looking for them. You will want your dealers to have them. Therefore, if you are selling them, buy one for yourself in your service counter.

How to
Special Discounts
The Board is Free



HEMCO PRODUCTS
GEORGE RICHARDS & COMPANY INC.
100 West Monroe Street, Chicago, Illinois

If you learned you were one of a group of heirs to \$23,000,000—

How much would you spend to establish your claim? Write to me today and I will tell you how to get your share of the budget of

\$23,580,000

to be spent by the
Y.W.C.A. in 1926

If you are selling something that can be used by our

304 Cafeterias

(Served 29,326,891 meals 1925)

your advertising contract includes a "Y" service that will double results for any of your salesmen.

"Getting in right" is half a sales battle. Leave that to "Y" service.

You will also reach
authoritatively
1,154,946 women who
must buy food, clothing or
what have you?

Advertising Manager

WOMANS PRESS

600 Lexington Avenue
New York City

You do not have to sell
Cafeteria supplies to get
"Y" service—tell me your
line, and I'll show you a
plan to fit it.

must not be complicated. Nor can it call for too much of the jobber salesman's time. As for the retailer, his sales of Hemco items do not run into big money. The items, themselves, are small in size and not so decorative as toasters, percolators, or heaters. That is why we cannot expect the retail dealer to give the Hemco line the same attention in his displays that he gives other merchandise that brings in more dollars. Therefore, our basic idea must be considered satisfactory if it succeeds in getting for our line a small part of the dealer spotlight.

We decided to make a counter display stand the focal point of our advertising and sales work for the last six months of the year. Accordingly, we designed a metal stand on which we mounted seven Hemco items. It was constructed so that the retailer could put it in the window or on the counter of his store or hang it on the wall in back of the counter. Lest it be thought that a display stand is perhaps too insignificant an item for a manufacturer to center his advertising and sales effort on for any considerable length of time, let me point out here how vital display is to our sales success. Unless the small electrical convenience such as a plural plug is out where the purchaser can see it and be reminded of it, it will not sell in volume. Advertise an item of this kind without working out some method for getting it before the eyes of people in the stores where it is carried and you accomplish practically nothing. To display it is to sell. So we bought an attractive colored metal stand and went ahead with plans to advertise it in various electrical trade journals, one of the leading national weeklies and by regular mailings of broadsides.

Up to this point we approached none of our jobbers or dealers. Our next move was to tell the trade through advertising and through our own salesmen what we proposed to do and how we figured it could be done. In the advertising that our agency prepared we included a coupon for the

Only Five Newspapers In the Entire United States

— showed a greater gain in Local Gravure Advertising during 1926 than —

THE ATLANTA CONSTITUTION

~ only five in the entire country ~

The New York Times, The Chicago Daily News, The Louisville Courier Journal, The Minneapolis Tribune, The Boston Herald.



According to the unbiased figures of the Gravure Service Corporation, 61 newspaper Gravure sections are being published in the United States. The Constitution's gain in Local Gravure Advertising was exceeded by only five of these 61 newspapers.

We make big books
and little folders to
create new business
for our customers.
Ask to see *The Miracle of Coral Gables.*



CURRIER & HARFORD
LTD · 468 FOURTH AVE., N.Y.C.

dealer to use in ordering a display stand direct from us. The seven Hemco plugs we mounted on the stand have a retail value of \$4. We asked dealers to pay the list price less 40 per cent; that is, \$2.40 plus the postage and the small C.O.D. charges. The stand, itself, we were glad to give free. We did not hesitate to charge for the plugs on the stand—in fact, we could not do otherwise—since we knew these were readily salable at a profit to the dealer. I may say here that although we carried a coupon in nearly every piece of advertising copy on which the dealer could order direct, we did not count on any sizable response from this source. We believed the plan must succeed chiefly through the several hundred jobbers on our books and their salesmen.

In approaching the jobber we emphasized the following points:

1. The purpose of the display stand and of all our advertising is to increase sales. The jobber naturally benefits most by any increases. Therefore, the jobber stocking our merchandise should be interested in seeing that his dealers obtain and use the Hemco stand.

2. The jobber's salesman who can furnish the dealer with a sales help will find it easier to do business with the dealer. Inability to supply one of the stands after a dealer has been interested through advertising is bound to hurt the salesman.

3. The display stand makes it easier for the retailer to get additional business by reminding the customer in his store of the merchandise he has seen advertised in his favorite magazine. In other words, it is a real help to the dealer. Furnishing it to him is a worth-while service which it is to the jobber's direct advantage to perform.

4. The display stand costs the dealer nothing. He pays only for the merchandise on it. Because this is a matter of dealer help for the jobber's direct benefit we do not expect the jobber to make a profit from the distribution of the stands. We are willing to make

*for
CHAIN
STORE
Information
write*

**CHAIN STORE
AGE**

25 Worth Street New York City



If you're on the Pacific Coast,
*let us pilot
 your advertising*

WITH three offices on the Pacific Coast,
 the Botsford-Constantine Company can
 give valuable service to advertisers.

Some of the advertising successes we have
 helped develop in coast and national markets
 are the following:

<i>Mapleine</i>	<i>Tillamook Cheese</i>
<i>Laminex Doors</i>	<i>Red Rock (cottage) Cheese</i>
<i>Jantzen Swimming Suits</i>	<i>Electro-Kold Refrigerators</i>
<i>Jacobs Oregon City Woolens</i>	<i>Thomsen's Candies</i>
<i>Snow Flake Sodas</i>	<i>McCormick Lumber</i>
<i>Hardeman Hats</i>	<i>Buckheat Boots</i>
<i>Douglas Fir</i> <i>(and West Coast Woods)</i>	<i>Puget Sound</i> <i>Tourist Advertising</i>

BOTSFORD-CONSTANTINE COMPANY
Advertising

PORTLAND · SAN FRANCISCO · SEATTLE

 Member American Association of Advertising Agencies
 and National Outdoor Advertising Bureau 

Feb. 10, 1927



To Cover Oregon

*with your advertising you have to get over
the mountains.*

Oregon is a state divided by its mountains—each fertile valley is virtually a region apart, a community unto itself, with its own cities and its own newspapers.

Close to 70 per cent of Oregon's 800,000 people live in these districts "on the other side of the mountains"—Oregon's area is 96,699 square miles.

Hence, actually and effectively to cover Oregon you need "the Mogensen Blanket." This company represents the following Oregon newspapers, and co-operates with the advertisers as fully and earnestly as with the publishers.

ALBANY
Democrat-Herald

ASHLAND
Tidings

BAKER
Democrat

EUGENE
Guard

KLAMATH FALLS
Herald



LA GRANDE
Observer

MARSHFIELD
Coos Bay Times

MEDFORD
Mail-Tribune

SALEM
Capital-Journal

THE DALLES
Chronicle



564 MARKET STREET, SAN FRANCISCO

CHICAGO 360 N. Michigan	DETROIT 2457 Woodward	NEW YORK 270 Madison	LOS ANGELES Title Ins. Bldg.	SEATTLE Union Record Bldg.
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some allowance for the jobber's overhead in handling the stands, but must charge him practically what he will collect for them from the dealer. In other words, there is no jobber profit resulting from selling the stands. The function of the stands is to promote future sales which will produce profits.

Boiling it all down, we asked the jobber to shoulder the work of distributing these dealer helps. Essentially, this was a matter of distributing merchandise. In addition, we asked him to do this unusual job without making any profit on the merchandise.

Eighty-one per cent of our jobbers did precisely that. Between September 1 and January 1, they put approximately 9,000 of these display stands, at \$2.40 each, on retailers' counters. About 1,000 retailers ordered stands from us by mail, paying the same price plus postage and C. O. D. charges. Those results depended on our jobbers, of course, but they depended, too, on our advertising, on the known quality of our merchandise, on the missionary work of our own sales force, and the distribution we have built up over several years.

If we had gone to the jobber and submitted our plan, I am sure that in some cases at least he would have approved it and swung into line. But I am equally sure that if we had asked for co-operation without trying to say specifically what we considered co-operation to be, we would not have distributed anything like 10,000 display stands in six months. First of all, our salesmen sold the display stand idea to jobbers. Then, their conversation ran along lines something like this: "Now, you as a jobber can see the dollars and cents value to your dealers and to you of this display stand. We, as manufacturers and advertisers, want your help. Instead of talking in circles about co-operation let's get down to facts. Here is what we consider 100 per cent co-operation:

1. Distribute Hemco display stands by having your salesmen carry them to dealers.



**In England
the best
Advertising
always appears
in
Punch
—The
Paper
that
is
England**

"

MARION JEAN LYON
Advertisement Manager, "PUNCH".
80, FLEET STREET
LONDON, E.C. 4, ENGL.

Feb. 10, 1927

BUICK

"When better automobiles are built, Buick will build them"—and if a better medium than The Daily Herald could be found to reach the prosperous thousands along the Mississippi Coast, Buick would use it.

As it is, these high-class automobiles have been, and still are being, advertised through the resultful columns of The Daily Herald.

If you have something to sell to people who can afford to buy Buicks—take a tip from Buick and include The Daily Herald in your newspaper schedule.

THE DAILY HERALD

Gulfport Mississippi Biloxi
GEO. W. WILKES' SONS, Publishers

Your Own
**MOTION
PICTURES**
INDUSTRIAL-EDUCATIONAL
COMMERCIAL-ADVERTISING

Create Good Will
in Your Deal-
ings with
the Public

Stanley
ADVERTISING COMPANY
220 W. 42 St. 1916 RACE ST.
New York, N.Y. Chicago, Ill.

2. Use the series of three letters, that we will prepare for you, to get your own salesmen fired-up over this plan. These go out over your sales managers' signature.

3. Mail out the series of letters that we will write for you urging dealers to order a display stand from you. We will furnish three letters on your stationery without charge to you.

4. Include a story on the Hemco campaign in your house magazine or catalog. We will be glad to furnish an electro of the display stand and an electro of our consumer advertising copy to you without any cost.

5. Push the sale of all Hemco products.

6. Use Hemco envelope stuffers in all your mail.

"Perhaps you aren't organized to do all these things. If not, do as many of them as you can. Now here is what we call 90 per cent co-operation."

Our salesmen had a program for 90 per cent co-operation, for 80 per cent and so on down the list to 50 per cent. For our own part, we made the display stand the central theme of all our trade and consumer advertising during the last half of 1926 and mailed out broadsides each month to dealers, selling them on the idea that display would give them a real opportunity to plus every sale of electrical merchandise with the sale of some Hemco item.

Because our national advertising tied in so closely with this promotion of dealer display stands, some comment on the advertising background that we have built up is appropriate here. This advertising is effective, in the first place, because we have a good distribution for our line. Five years ago, when we began to advertise nationally we found we had insufficient distribution to give the advertising an even chance of succeeding. We quickly dropped it and went out after stronger jobber and dealer representation. Obtaining this, we checked up on what we had, not by questionnaires but by sending out our own investigators who could see the facts and record them in an orderly manner. When we had checked our distribution, our findings convinced us that we were at last ready to advertise nationally.

Today, the alert electrical job-

The Du-Plex Modern Mailing Method



HERE IS THE 100% WAY TO MAIL CATALOGS

When your catalogs and letters of inquiry-acknowledgment arrive together your catalog and sales story "makes good" at once. The pace of modern business won't wait for "under-separate-cover" stragglers.

—AND YOU SAVE

The economy of Du-Plex mailing permits the advertising appropriation to go further. You make each catalog do full duty—there are no "duds" that end up in the Dead Letter Office.

LET US TELL YOU MORE

about this modern mailing method.

Mail this coupon today

Du-Plex Envelope Corporation,
3026 Franklin Blvd.,
Chicago, Ill.

How will Du-Plex 2-in-1 envelopes make our catalogs more effective—and economical.

Size

Quantity

Company

Name

Address

UNIFIED Service

Seasoned printing buyers know the value of placing their orders with a fully equipped organization that functions as a unit. Work moves swiftly and surely from one department to another. Skill and precision marks every step of the way. The result is printing of the highest order.

*Call and see
how our organization functions*

THE STIRLING PRESS
A Complete Printing Plant
318-326 W. 39th Street, New York City

Production Job Wanted!

Experience:

Production—
Six years

Contact work—
Six years

Copy writing—
Some

Details of Salary,
etc., on interview

Apply to
Printers' Ink Weekly
Box M-117

ber is watching consumer advertising closely. He knows what items are being advertised and in some cases he is going to considerable lengths to make certain that his retail trade knows that he carries merchandise of merit that is well advertised. Consumer advertising, we have come to realize, is one of the most powerful levers available for rolling jobber indifference out of the manufacturer's road.

If a jobber performs his legitimate functions, his is sure to be a busy organization. The manufacturers who sell through him look to him to create time, place and sometimes form utility for their products in his territory. They expect him to catalog their merchandise, to stock and sell it, to extend credit for it and to guarantee it and frequently to service it. How much more satisfactory it would be if the manufacturer would but come to the jobber with a specific and practical program designed to make it possible for him to carry out these functions, instead of talking to him in general terms about co-operation.

We try to let the jobber know what we expect of him, in terms so simple that he cannot fail to understand, just as hard as we try to offer him a real selling proposition based on facts, figures and data secured in the field.

If I were asked to dictate a formula for stimulating jobbers to genuine sales activity in behalf of a particular product, I would be careful to see to it that it included plenty of reciprocal activity on the part of the manufacturer. And among the other requirements I would list:

1. Be sure to give the jobber a real proposition that he can work out at a profit.
2. Be sure he understands exactly what you expect from him.
3. Be sure you understand exactly what he will do for you.
4. Keep at it yourself with advertising and your own sales force until the proposition is put over.

Net income for 1926 of Coty, Inc., New York, perfumes, amounted to \$2,943,484, after charges and Federal taxes, against \$2,504,371 in 1925.



GEORGE WHITE and FLORENZ ZIEGFELD
know the value of types of faces ~

*W*E, as producers of advertising composition know the value of types and faces—not only those used in machine composition but the large assortment of foundry types as well.

Leaders in our cast of beautiful characters are:

Goudy Hand Tooled	12 to 72 point	Garamond	6 to 72 point
Goudy Bold	6 to 48 point	Garamond Bold	6 to 72 point
Cooper Black	8 to 60 point		

NEW YORK MONOTYPE COMPOSITION CO., INC.

Printing Crafts Building : 461 Eighth Avenue : New York

Fine Typography

DON HEROLD

*One of
America's
most brill-
iant and
spontaneous
humorists*



*A man
of ideas
... and a
master of
epigrams*

HIS work is syndicated to newspapers—appears in many magazines—and several books of his writings and drawings have already been published.

He draws his inspiration from the everyday stuff of life from a fresh and merry angle. He possesses a delightfully human point of view and has the art of throwing into comic relief the foibles and figures of the day, to the amusement of the public.

Mr. Herold is best known to advertising men as the creator of "Andy Consumer" used by "Life" in their advertising for advertising, and for his illustrations of the very effective Schulte Cigar Stores series for the Federal Advertising Agency. He has an entertaining cartoon technique, is an unusual copy writer and has a keen advertising knowledge.



*A recognized signature
Nationally popular*

Mr. Herold and many other pre-eminent cartoonists and writers are available for a limited amount of advertising work and we will be pleased to co-operate in developing ideas and plans.

Fred A. Wish

INCORPORATED
12 EAST 41st STREET
NEW YORK CITY

How We Get the Clerk to Study the Features of Our Line

(Continued from page 6)

dented; beads tightly rolled, leaving no space for accumulation of moisture or dirt; no seams or crevices; spouts made of drawn aluminum and welded instead of soldered; ears riveted on in a way to strengthen the utensil; handles made of heavily tinned steel.

These talking points are regarded as sufficient for the line in general and then we proceed to a merchandising description of individual items.

The tea kettle is described and the clerk is shown how it can be transformed into a double boiler by inserting a rice boiler inset. Attractive points are also outlined for the Bell percolator, the Fountain percolator, double boilers, roasters, angel food and torte pans, pie plates, egg poachers and lipped kettles.

With all these points in mind, the clerk will find it comparatively easy to describe a utensil. He is instructed that when telling about it he must hand it to his customer so she can take hold of the end of the handle or the side of the dish. This is not only courteous but it gives a favorable first impression as to the weight of the item.

This manner of demonstration usually is the critical point in accomplishing a sale.

Every sale is made up of five steps, namely: attention, interest, desire, confidence and action. Perhaps a customer has gone through one to four of these steps before entering the store. The more steps that have been completed previously, the less work is required by the salesman to close the deal. If the customer knows what she wants and all the details about the goods, the salesman merely gives her what she wants when she wants it, unless there is a very good reason for not doing so. If she wants something that is very certain to be the wrong article for the best service, the salesman should be firm in pointing out why some-

thing else would be better for her.

"But how," we ask, in developing this point, "can you learn how far the sale has progressed before the customer enters the store? Take the pulse of the sale by learning the technique of asking questions. Always make your questions positive; that is, state them in such a manner that they suggest something and are easily answered. If the woman asks to see a tea kettle, you know that she has already gone through the stages of attention, interest and desire in a general way. The problem is to focus her interest, desire and confidence on a particular tea kettle. You might start out such a sale with a question similar to this, 'Have you ever seen the new, heavy West Bend tea kettle?' or a more general question, 'Would you like a tea kettle that is made with many features of convenience, as well as being beautiful in design?' Such a question will attract attention because it arouses curiosity, and also aids you in determining what is the real motive of purchasing. The kettle can then be easily described, but first place it in her hands. After the tea kettle is sold, it is time to start a new sale by a positive suggestion that she purchase a double boiler inset to use with it. Remember, selling is not a battle. The object is to discover what the prospect needs, make her feel the need, and then supply it. Arguing only causes a loss, for it makes goods easy to return."

HOW TO ANSWER OBJECTIONS

Customers are sure to bring up many objections even in the purchase of comparatively low-price items such as utensils. Fundamentally, lack of balance between price and the apparent value is what causes a variety of objections and of course these all must be answered if the sale is to be made.

As we see it, there are several ways of handling objections: Direct denial, indirect denial, boomerang, compensating and question methods.

An example of direct denial:

Photography can't
Make a poor product
Look good—
But it can make
A good product
Look better!



212 West 48th St.
CHlickering 3960
New York

Sales Promotion Manager

wanted by manufacturer of industrial equipment, located in upper New York State. Only men with technical training and experience in copy writing, analyzing of sales results, and of sales potentialities will be considered. This is a splendid opportunity for a young man with capacity for hard work and who is willing to stake his future on results brought about, at least partially, by his own efforts. Please state age, experience and minimum compensation expected.

Address "W," Box 257,
care of Printers' Ink.

"Aluminum is poisonous." "No, Mrs. Brown, the Federal Government has made chemical tests of aluminum, and found it to be non-poisonous when it comes in contact with anything that is not itself poisonous."

Indirect denial: "Aluminum skillets buckle." "Yes, Mrs. Brown, that is true with many skillets, but if West Bend skillets are heated sizzling hot before grease is put in they will not."

Boomerang method: (Boomerang turns an objection into a reason to buy). "Aluminum ware will not last." "That's just why you should buy heavy West Bend aluminum ware. It is guaranteed to last a life-time, and will not chip, rust or break. Light, cheap ware will not last; neither will a \$2 pair of shoes."

Compensating method: (Admits weight of objection, but points out many advantages to offset it.) "Those composition handles will heat." "Yes, that is true, but any material will heat, and these handles will not burn like the wooden handle, therefore they will last a much longer time, and will not heat near as readily, for a wooden handle usually burns in a short time."

The question method: (Makes the prospect answer her own question. It usually stops further objections being raised on the part of the customer.) "The price of that aluminum roaster is too high." "Mrs. Brown, could you buy a Cadillac for the price of a Ford?"

A common mistake in retail stores, we have found, is the failure to realize that the purchase of one item can easily lead up to the selling of one or more related items. We, therefore, advise retailers to group their goods so that the selling force may have in mind a list of related subjects. We build our catalog on the same basis. The merchandise in this book is assembled in six main groups. We advise our retailers and others carefully to study these groups and get the lists well in mind.

Perhaps no part of the selling process gives the inexperienced

Coming of Age

Twenty-one years ago—February 4th, 1906—the Foreign Advertising and Service Bureau came into being for the purpose of helping American manufacturers bring their sales message to the four corners of the earth.

In 1906 the total export trade of the United States amounted to \$1,733,000,000.

To-day the United States exports merchandise during the year amounting to \$4,910,000,000.

The Foreign Advertising and Service Bureau, Inc., celebrates its "coming-of-age" in a day of infinitely greater export trade opportunities than existed twenty-one years ago. It believes that it has contributed in no small measure to the bringing about of this happy condition through

21 Years of Superior Foreign Advertising Service

directing foreign advertising campaigns for leading manufacturers of the United States. Among these may be mentioned:

Westinghouse Electric International Company
Hupp Motor Car Corporation
Paige-Detroit Motor Car Company
Kermath Manufacturing Company
Champion Spark Plug Company

They are, after all these years, still among our valued clients. This proves their satisfaction with the expert export advertising service which their connection with the Foreign Advertising and Service Bureau, Inc., has afforded them.

But many new clients have also come to avail themselves of the years of experience which this service offers, some of them being such leading manufacturers as

Standard Oil Company (N. J.)
West India Oil Company
Electrical Refrigeration Corporation—
"Kelvinator"
Postum Cereal Company

"Coming-of-age" does not mean "becoming aged." The Foreign Advertising and Service Bureau, Inc., sells new clients and holds old ones because it combines the security of long experience with the progressive spirit of an organization thoroughly modern in every detail.

FOREIGN ADVERTISING AND SERVICE BUREAU, Inc.
Maurice Pereles, Managing Director

175 FIFTH AVENUE

NEW YORK CITY

Class Journal Eastern Representation

Publishers' representative, well established, with excellent record of achievement, offers representation to an additional class magazine.

Has office established in convenient center in New York City, and facilities for adequate coverage of outlying cities in Eastern territory.

This offer is restricted to magazines somewhat established and that afford immediate income at least in some slight degree proportionate to the expense of undertaking their work.

Address Box 258, Printers' Ink

salesperson more trouble than the close. After all, this is not so much because closing is so difficult but because the salesman has an unwarranted fear.

"Do not be afraid to close too soon," we advise. "The customer may be waiting for the salesman. However, it is well to have several forms of closes. There is nothing to the much heard of psychological moment for closing. It is true that there is a rising tide of interest at that time. There are many ideas which perhaps are good at least in part. Some say the hands relax with the mind. When the hands open, close the sale. Hesitation over one article, tone of voice or a negative remark that one ought not to buy are good signs. Sometimes willingness to buy is shown by a twinkle of the eye or a nod of the head."

"A simple question from the salesman will often tell the proper time. Some salesmen lead the customer to the close by a series of questions that must be answered in the affirmative. Again, barriers are built up behind the prospect so that she cannot turn and break. She is told that her judgment is good, and that she knows articles of real quality and so on. After agreeing to these statements, she is almost forced to purchase or else admit that her judgment is not good. Many salesmen narrow the customer down to a choice between two articles. It is then no longer a question of whether or not she is going to buy, but which of two articles will be taken."

The retail manual consists of fourteen pages, size 8½ by 11. They are stapled together at one end with a backing sheet, much after the fashion of a legal document. The pages are printed only on one side, and in 10-point type. The exact production cost is 13½ cents per copy. The manual is available to retailers and clerks on request and without charge. It is featured in the company's dealer advertising, salesmen speak of it when they call at stores, and buyers are referred to it when they visit the factory at West Bend, Wis., or any of the West Bend sales offices.

A CHANCE TO GROW

A large insurance company in Newark, N. J., has an opening in its advertising department for a young man or woman who has some ability (and has had some experience) in writing copy for house organs and direct-mail literature. Knowledge of the insurance business not essential though desirable.

The company is one of the leaders in its field, well established and of the highest repute. Its advertising department is of comparatively recent origin, however, and the person who can fill the requirements of this position will be assured of an excellent opportunity to grow, as the company's steady expansion warrants increased advertising activity.

Sell yourself in your first letter, giving age, experience, religion and salary desired. Enclose specimens of the work you have done and if you have a recent photograph of yourself, send that along too. All samples and photographs will be returned.

Address "I. C." 810 Broad Street, Newark, N. J.



AUSTIN F. BEMENT INCORPORATED *Advertising*

GENERAL MOTORS BLDG.
DETROIT

WRIGLEY BLDG.
CHICAGO

Announces the addition to its staff of
R. G. LANDIS

whose humorous and serious writings under the name "Bud Landis" have been syndicated from the Pacific Coast to a score of metropolitan newspapers from San Francisco to New York.

Mr. Landis, whose experience has covered a wide field in journalism and advertising will collaborate with Austin F. Bement, president, and Gordon C. Eldredge, general manager of this agency, in the planning and preparing of advertising for its clients.



Advertisers served by Austin F. Bement Incorporated

DETROIT

Crittall Casement Window Company
C. S. Dent & Company
Detroit Gray Iron Foundry Company
National Bank of Commerce
Packard Motor Car Company
Skinner Automotive Device Co., Inc.
Universal Cooler Corporation

CHICAGO

Brooke Anderson, Incorporated
Portland Cement Association
PEORIA, ILL.
Haag Bros. Company
NEW YORK
Bijur Lubricating Corporation

Feb. 10, 1927



The
advertising of
RIGAUD, PARIS,
perfumes and
toilet requisites,
Geo. Borgfeldt
& Co., Sole Dis-
tributors, is now
directed by

**Sheridan
Shawhan
Sheridan**
Advertising Agents
366 Madison Avenue
New York

How Advertising Agencies Use Slogan Service

HONIG-COOPER COMPANY,
SAN FRANCISCO, CALIF.

Editor of PRINTERS' INK:

Will you kindly register in your Slogan Clearing House the following slogans:

For Blyth, Witter & Co., Merchants Exchange, San Francisco: "*Thousands Safely Invest Millions Through Blyth, Witter & Co. Bonds.*"

For Wenatchee District Co-operative Association, Wenatchee, Wash: "*From Nature's Chosen Apple Land,*" and "*The Pick Of the Nation's Apple Crop.*"

HONIG-COOPER COMPANY
V. R. CHURCHILL
Vice-President

THE AITKIN-KYNNETT CO.
PHILADELPHIA, PA.

Editor of PRINTERS' INK:

Will you please include in your slogan register the following slogans used in the national advertising of the Pioneer Suspender Company, Philadelphia:

"*Your Legs Will Thank You*"—for Brighton Garters.

"*Your Shoulders Will Thank You*"—for Pioneer Suspenders.

"*Your Waist Will Thank You*"—for Pioneer Belts.

THE AITKIN-KYNNETT CO.
H. H. KYNNETT

DORRANCE, SULLIVAN & COMPANY
NEW YORK

Editor of PRINTERS' INK:

To add to your registry of slogans, we are giving you a list of the various slogans used by clients whose products we are advertising:

American Cigar Company—New York. Kelly Cigars—"Measure Yourself for a Kelly."

George W. Childs Cigars—"Generously Good."

American Tobacco Company — New York.

Herbert Tareyton Cigarettes—"There's Something About Them You'll Like."

Tuxedo Smoking Tobacco—"Quality Created the Demand—Demand Made Possible the Price."

Half and Half Smoking Tobacco—"The First Different Smoking Tobacco in a Generation."

H. C. Bohack, Inc.—Brooklyn, N. Y. Chain Grocery Stores—"The Stores of Friendly Service."

Albert Ehlers, Inc.—Brooklyn, N. Y. Grade "A" Coffee—"More Coffee per Cup—More Cups per Pound."

Bright Star Battery Co.—Hoboken, N. J.

Radio & Flashlight Batteries—"Supreme in Every Test."

Royal Typewriter Company—New York. Standard Typewriters—"End the Day with a Smile," "Compare the Work," "They Do Run Easier."

WANTED:

Research

DEPARTMENT EXECUTIVE

A RARE CHANCE for the right man or woman to assume control and win recognition for expert handling of field investigations, ad tests, questionnaires, analyses, tabulations and recommendations with advertising agency of long acknowledged leadership in this field.

Address "E." Box 113,
Care of Printers' Ink.

Advertising Account Man

Advertising man experienced in plan, copy, layout work with personality for easy inside contact, by large manufacturer of electrical transmission materials. To develop and carry through program on mining and railroad materials. State age, salary requirements, education and detail your record.

THE OHIO BRASS CO.
Advertising Department
Mansfield, Ohio

Feb. 10, 1927

S. E. Conybear

*Pres. Assn. National Advertisers
and Asst. Sales Mgr., Armstrong
Cork Co., says about the book,
"CHECK-LIST CONTRACTS"*

"I want to tell you it is quite a monumental piece of work that you have done. The only thought I had was whether many sales or advertising executives have the patience to use it as it should be used. However, when new questions arise which we advertisers and advertising agencies have to contend with there is at least something of a guide in your book to go by which ought to be very helpful."

\$10.00 postpaid. Folder free

LYNN ELLIS, Inc., Desk A-1
One Madison Ave., New York

Chicago Agency Wants Aggressive Junior Solicitor and Contact Man

The only man who need apply for this job is one who will take out a bunch of leads and separate the wheat from the chaff in 48 hours. It's a scout and "first call" job, setting up situations for heads to close. Real opportunity for some intelligent, persistent young space salesman with a proved record of covering ground and getting business. Put it all in the first letter. This is a general advertising agency, in Chicago, long established, medium size, sound, highly regarded. Address "L," Box 116, care of Printers' Ink.

Bills, Broadsides

Sale circulars or any variety of publication work that can be printed on newspaper presses. Any size, any quantity, any extra-color effect. Art work or engraving, if desired. Speedy service, first-class printing, attractive prices. Samples? SHOPPING NEWS Cleveland

Portable Typewriters — "Everybody Wants One."

Zenithern Company—Newark, N. J.
Building Material — "Looks Like Stone—Works Like Wood."

Farrand Manufacturing Co.—Long Island City, N. Y.

Sandar Loud Speaker—"Covers the Whole Range."

The Permutit Company—New York.
Water Softeners—"Take All the Hardness Out of Water," "Save with Soft Water."

The Bi-Car-Gum Company—New York.
"An Agreeable Chewing Digestant."

Henry W. Peabody Company—New York.

Domes of Silence—"Easy to Buy—
Easy to Apply."

DORRANCE, SULLIVAN & COMPANY

CAMPBELL-EWALD COMPANY

DETROIT, MICH.

Editor of PRINTERS' INK:

In advertising the electric refrigerator of our client, Copeland Products, Inc., we are contemplating the use of these four phrases:

"The Perfect Servant."

"Winter Enchained in Silent Service."

"Year in, Year Out—the Perfect Servant."

"World's Greatest Value in Dependable Refrigeration."

Will you kindly register these for us?

CAMPBELL-EWALD COMPANY

WORLEY & DIETRICH

BUFFALO, N. Y.

Editor of PRINTERS' INK:

One of our clients is using the following slogan:

"Buy Your Last Refrigerator First."

Will you please let us know whether this wording or the idea it expresses conflicts with the slogan of any other manufacturer. If not, please register it in your files.

WORLEY & DIETRICH

GEORGE R. WORLEY.

A DVERTISING agencies are constantly availing themselves of the slogan service offered by PRINTERS' INK. They register in the PRINTERS' INK Clearing House of Advertised Phrases the slogans that are used in the advertising of their clients. Communications are also received asking for information concerning one or more slogans that are being considered for future use.

PRINTERS' INK will be glad to receive from advertising agencies a list of the slogans featured in advertising of their clients. These lists will be checked against our records and those phrases that have not already been registered will be listed.

There is no charge for this service.—[Ed. PRINTERS' INK.]

Wanted

A WRITING MAN who can make good as a sales-stimulator for aviation equipment

A LEADING manufacturer of airplanes, engines and special aviation equipment requires the services of a man who can produce vital sales promotion material to supplement the Company's regular selling and advertising operations.

The man sought must be a salesman by instinct, a skillful writer of business literature and above all capable of supplying fresh, original ideas having a practical application to the unique selling problems at hand. By temperament and training he will be especially fitted to deal with subjects of a technical and semi-technical nature.

His sales letters, his handling of correspondence with prospects, his booklets, bulletins, leaflets, manuals and catalogs, will develop leads for salesmen, expand potential markets and increase the volume of the business.

He must have the character and initiative that will qualify him to assume entire charge of his work. He will be a man of agreeable personal qualities and will be thus able to work in complete harmony with the various department heads. He will have every facility at his command for real accomplishment and will be responsible for results solely to the President of the Company.

He will attend to all production details of his department. Practical experience and good taste will enable him to make all decisions connected with the handling and purchasing of art work, plates, typography, paper, printing, etc. He will follow every job through to completion.

His natural enthusiasm and interest will be stimulated by the fact that he will be engaged in one of the youngest, fastest growing and potentially greatest industries of the country. He will have the added satisfaction of being part of an organization of commanding position in its field.

His written application for this position, more than any other single factor, will determine his fitness to hold it. Because of the nature of the business, preference will be given to applicants having aviation experience.

Salary commensurate with ability.

Apply by letter only. Address

Personnel Manager
CUTAJAR & PROVOST, Inc.
Advertising Agents
120 West 42nd Street, New York

A PREMIUM DEPARTMENT FOR YOUR BUSINESS WITHOUT INVESTMENT!

- An organization, embodying the economy and efficiency of a consolidated premium department of a group of large Premium Users, now offers its services to other representative, non-competing concerns.
- This joint organization carries in stock all premium merchandise in the widest variety—prepares and prints all premium catalogs—makes shipments of all premiums direct to the customer—and charges only for the low cost of the catalogs and for the premiums actually shipped.
- It relieves of all detail—avoids all premium investments—furnishes expert advice and guidance—yields maximum efficiency.
- This organization invites correspondence from concerns of standing who seek the advantages and economies it tendered.

THE PREMIUM SERVICE CO., INC.
9 West 18th Street, New York

Influencing Investors

Recognized as the leading financial newspaper of the Pacific Coast, The Chronicle is an institution among the investors whose activities have made the San Francisco Stock Exchange second only to New York.

REPRESENTATIVES

Williams, Lawrence & Cresmer, 285 Madison Ave., New York City; 360 No. Michigan Ave., Chicago; H. J. Bissell Co., Times Bldg., Los Angeles; Henry White, Stuart Bldg., Seattle.

San Francisco *Chronicle*

Howell Cuts

for house organs
direct mail and
other advertising

ask for proofs

Charles E. Howell • Fisk Building • New York

Kansas Legalizes Cigarette Sales

Governor Ben S. Paulen has signed the bill which repeals the Kansas anti-cigarette law and legalizes the sale of cigarettes in that State. Although signing the bill, the Governor did not approve of several of its sections.

He voiced his objections to these provisions in a message to the State Legislature. The unsatisfactory sections include those which would curtail cigarette advertising, imprison dealers selling cigarettes to minors and impose a 2-cent tax on each package sold. The Governor hopes to see these provisions corrected.

George L. Brown, Executive Vice-President, Ross Stores

George L. Brown has been elected executive vice-president of The Ross Stores, Inc., in charge of store management, organization and personnel. For the last four years he has been with the J. C. Penney Company with which he became associated in 1922 to organize its sales department and to take charge of store personnel. He was formerly with L. Sonneborn Sons, Inc., New York, as sales manager.

Spring Campaign for A. J. Reach, Wright & Ditson

A. J. Reach, Wright & Ditson, Inc., New York, athletic goods manufacturer, will start a three-months campaign in April on Babe Ruth Home Run Specials. The advertising will appeal to boys. The announcement is being made in business papers and newspapers throughout the country. Boy's magazines and magazines reaching coaches and baseball fans will be used.

New York "Times" Appoints National Advertising Manager

Chalmers L. Pancoast has been appointed national advertising manager of the New York *Times*, as reported last week. In the heading of that report it was inadvertently stated that he had been appointed advertising manager. Benjamin T. Butterworth is advertising manager.

Brass Radiator Account for Tuthill Agency

The Rome Brass Radiator Company of New York, Rome, N. Y., maker of Robras heating radiators, has placed its advertising account with the Tuthill Advertising Agency Inc., New York.

Death of Matthew J. O'Neill

Matthew J. O'Neill, for the last two years president and general manager of the *American Printer*, New York, died last week. For twenty-six years he was treasurer and general manager of the Industrial Press.

This new book, by one of America's best known advertising men, hits business resoundingly in its spiritual solar plexus.

Also it pats business on its Herculean back as it has never been patted before.

"This American Ascendency," by Glen Buck, says some things about American business that ought to have been said long ago.

Is American business high-minded? There is a big voice in this little book and its strong answer to that question is pertinent.

"Surely it is time that some one stood defense for American business against the croakers of the day," exclaims one critic.

We are proud to be the publishers of this remarkable little volume. The price is one dollar at our store—and all booksellers. A. Kroch & Company, publishers, 22 North Michigan Boulevard, Chicago.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1883 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6-500. President and Secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: Illinois Merchants Bank Building, Govt. COMPTON, Manager.

Atlanta Office: 704 Walton Building, GEO. M. KOHN, Manager.

St. Louis Office: Syndicate Trust Building, A. D. MCKINNEY, Manager.

San Francisco Office: 564 Market Street, M. C. MOGENSEN, Manager.

Canadian Office: 92 Adelaide St., W., Toronto, H. M. TANDY, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$120; half page, \$60; quarter page, \$30; one inch, minimum \$9.10; Classified 65 cents a line, minimum order \$3.25.

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London: Thomas Russell	

NEW YORK, FEBRUARY 10, 1927

More about Charles M. Schwab, in an address about the Giants

three years ago, predicted that automobile selling would soon develop into what he termed "the battle of the giants." He meant that modern economic development would automatically eliminate many of the smaller units and that the larger companies remaining, necessarily would have to wage more careful and thoughtful fights for advancement or even to hold their own.

Mr. Schwab's prediction has come true sooner than he expected, according to a recent address he delivered at Toledo.

The battle of the giants is here.

Ten manufacturers are now making 94 per cent of all the automobiles manufactured and sold in

this country. Of these the outstanding leaders are known to everybody. Take account of General Motors, Ford, Nash, Willys-Overland, Dodge, Studebaker, Hudson-Essex and Chrysler and the picture is nearly complete.

With this centralization of production, the selling process has become more intensive. Advertising does not do its work as easily as was the case a few years ago. It was not so very long ago that a good-size national campaign would create just about all the consumer acceptance an automobile needed. Then the sales representatives would get out their order pads and write orders.

It does not work that way now. There is so much and such good general advertising that something more is needed. And so here we have Willys-Overland, for instance, emphatically ordering that its retail sales representatives shall do house-to-house canvassing. Direct mail is being called into use as never before. Rifle shot methods will be employed more than ever from now on because, with cars uniformly high class and with advertising universally good, the prospect is likely to be anybody's meat.

Almost any automobile is a good buy these days. The giants in the industry, facing the bitterest kind of rivalry in manufacture as a prelude to selling, have seen to this. The battle, then, has to be fought out in the merchandising end.

Walter A. Strong, publisher of the Chicago *Daily News*, addressing the Chicago Advertising Council recently, dropped a hint which will be highly useful to automobile manufacturers, even though he was not talking about automobiles.

Mr. Strong, in giving a picture of economic developments in Italy as he saw them last summer, told about the edict of Mr. Mussolini decreeing that waste of any kind is a crime against the state. So effectively is this policy being promulgated in Italy that Mussolini, for the moment, seems to be almost successful in his effort to overturn the law of supply and demand.

Waste will be regarded as the major crime in the automobile business during 1927. Dealers and salesmen are going to undergo the strictest discipline they ever have met in their lives. Automobile selling has been too easy for the good of those doing the selling. Now that the giants have joined battle, it is going to be hard. The results can scarcely help being beneficial to the industry as a whole.

Don't Overdo Old and experienced advertisers do not let new uses destroy their

"New Use" Habit

sense of perspective. In this attitude they have much to teach enthusiasts who sometimes chase over into new pastures and forget the main job inside the fence. One such new advertiser lost several hundred thousand dollars in unduly pushing a product worked out by an enthusiastic member of the firm and neglecting the main item, which lost considerable ground because of its neglect. While it was soon seen that the new product was up against impossible obstacles, the company continued to push it and to lose money because of a mistaken pride which would not permit a thing once started to be stopped.

Experienced advertisers usually have the courage and the sense to give up a new product or a new-use copy angle as soon as they discover it does not justify the cost of going ahead with it. Such was the case when the Williamson Candy Company tried out the copy plan which was designed to get Oh Henry! into the kitchen as a part of the recipe for some other dish. The plan was followed of asking consumers for special recipes of which Oh Henry! was a part. Several hundred of them were received. These in turn were put into book form, were advertised and several thousand women wrote for the book. But in order to prove that the plan was right, sales to women for kitchen use should have soon increased. This desired result didn't follow.

"Although our sales held up nicely," A. L. Williamson, general sales manager, tells PRINTERS' INK, "investigation among retailers in various parts of the country did not indicate that the sale of Oh Henry! to women customers had increased to any extent. We still receive requests for the recipe book, but have changed our type of advertising, as we do not feel that the 'Oh Henry! in-the-kitchen' campaign warranted the expense."

It is an indication of good judgment and sound management to give up what seems at first sight an excellent idea, if it doesn't work out as planned. Novelty items and new-use copy angles are often useful to tone up a business and give it news value. To overdo their promotion at the start, to let the new item or the new angle assume an importance out of proportion—to continue any plan after it has proved unprofitable is likely to prove an expensive experience.

Far better to do as Mr. Williamson outlines, and give up the new but unprofitable angle.

Discretionary advertising campaigns for 1927

certain manufacturers disclose the fact that they have laid aside an increased amount of money this year for discretionary campaigns. In the case of a company in which the sales department is comprised of district managers with separate sales forces under them, a certain amount may be credited to each district, with general instructions regarding its use. These companies have discovered that in the course of the year situations arise which make it advisable for a district manager to advertise locally. Type, layout and advertising instructions are sent out, with the help of which the district manager is enabled to do a creditable job, often in consultation with a local agency. By taking advantage of local conditions the appropriation is made more effective.

The California Fruit Growers

Exchange, for example, is allowing each of its district managers to conduct special campaigns featuring the medicinal advantages of hot lemonade. These campaigns are to be released during local epidemics of colds and gripe.

A textile manufacturer has adopted a similar plan, in order that his district managers may take quick advantage of local style tendencies and sudden changes in climatic conditions.

A roofing manufacturer has adopted the same principle with his district managers, furnishing them full instructions on local campaigns to be released during periods of heavy snows and rain.

Close contact with retailers explains the growing popularity of the discretionary appropriation. Sudden changes in weather conditions, unexpected events, prejudices of consumers, all these make it almost imperative that people in touch with local affairs have some discretion in the type of copy used and when it shall be used. Allotting the district manager a reasonable amount out of the advertising appropriation to be used at his own discretion is working out well in tying up national campaigns with local conditions.

**More
Tiffany
Loyalty
Wanted**

business experience has been confined entirely to the agency field observes this fact with alarm and raises a whoop that reaches to high heaven.

Accounts shift just as much, if not more, in other fields, for exactly the same trifling and picayune reasons that often cause shifts in the agency field. The agency business is not peculiar on this score, and matters are not helped in the least by singling it out as peculiar.

It has often seemed to us that those who become excited and nervous on this subject would do more good if they would emphasize the other aspect of this sub-

Advertising accounts shift from agency to agency. Occasionally someone whose

ject—the cases of the loyalty of an advertiser to an agency.

A certain agent whose mind seems to be on the alert for instances of this kind has recently done this very thing with an article that appeared in PRINTERS' INK concerning Tiffany & Company. That article pointed out how this internationally known jewelry and diamond house had gained great good-will without benefit of press agency. It explained that this company even refused free publicity whenever offered, preferring always to control what it had to say about itself in space that it paid for.

This article, however, did not point out the fact that the Tiffany account had been handled and directed by the same agent for more than fifty years.

Certain of the credit for the results obtained by Tiffany from advertising, says our agency correspondent, must be credited to loyalty. Neither money nor brains were entirely responsible. Loyalty, he says, should be stressed in any public comment on the advertising record of Tiffany.

The advertising business and every business needs more examples of loyalty akin to that shown by Tiffany to its advertising agency. And it needs to stress them and hold them up for public view so that some of the benefits may be perceived.

M. B. Beck Acquires Silvray Company

The patents and business of the former Silvray Company, manufacturer of the Silvray system of indirect illumination, have been acquired by M. B. Beck, who has become president of the Silvray Company, Inc., New York.

J. M. Gilbert, formerly with the McGraw-Hill Publications, is director of sales of the new company.

**Will of Charles R. Erwin
Probated**

The will of Charles R. Erwin, whose death was reported in December, was admitted to probate recently at Chicago. The greater part of his estate, amounting to about \$500,000, was left in trust to his widow. The balance was left to his nine children and other relatives. At the time of his death Mr. Erwin was chairman of the board of Erwin, Wasey & Company.

Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

~~130 NINETEEN-NINETY SECOND STREET~~

New York

40 East 34th St.,

Notice of change
of address

Effective February 12th, 1927,
our address will change to

40 EAST 34TH STREET
NEW YORK, N. Y.

where we will occupy the 16th
floor of the Belmont Building,
on the south-east corner of 34th
Street and Madison Avenue.

The new telephone number will
be Ashland 4903.

Advertising Club News

To Broadcast Annual Dinner of Baltimore Club

Many of the features on the program of the annual dinner of the Advertising Club of Baltimore, Md., to be held February 19, will be broadcast by radio. The principal speaker of the evening will be Senator James A. Reed, of Missouri. Other speakers will include Governor Ritchie, of Maryland, and Howard W. Jackson, Mayor of Baltimore.

P. Ross Bundick is chairman of the committee arranging the banquet.

A "Past Presidents' Day" meeting will be held on February 16.

* * *

Lincoln Club to Aid Chamber of Commerce Advertise City

At a recent meeting of the Lincoln, Nebr., Advertising Club, the Lincoln Chamber of Commerce requested the co-operation of the club in an advertising campaign, which the Chamber of Commerce is contemplating to attract greater attention to the city of Lincoln. President Ott appointed Fred L. Archibald, of the Lincoln Star, chairman of a committee to confer with the Chamber of Commerce regarding this advertising campaign.

* * *

Women's League to Celebrate Fifteenth Birthday

The annual party of the New York League of Advertising Women, which will be held at the Hotel Astor on March 15, will celebrate the fifteenth anniversary of the League's founding. A dinner and dance will be given.

* * *

Los Angeles Club Visits San Bernardino Club

Members of the Advertising Club of Los Angeles attended a recent meeting of the Advertising Club of San Bernardino, Calif. Herman A. Nater, chairman of the club contact committee of the Los Angeles club, presided.

* * *

Philadelphia Women's Club to Hold Dinner

The Philadelphia Club of Advertising Women will hold its annual dinner dance at the Bellevue-Stratford Hotel on February 21.

* * *

Junior Group for Boston Club

The Advertising Club of Boston is organizing a Junior Group. Membership will be limited to those over eighteen years old who are engaged in advertising work or study.

O. C. Harn and P. S. Thomson to Be Honored

A fare-y-e-well luncheon for O. C. Harn, newly elected managing director of the Audit Bureau of Circulations, and in honor of P. L. Thomson, the Bureau's newly elected president, will be given under the auspices of the Advertising Club of New York, in conjunction with other clubs and associations in organized advertising. The luncheon will be held at the Hotel Astor on February 17.

During his twenty-two years of association with the National Lead Company, Mr. Harn has served as officer and director in a number of advertising organizations, among which was the vice-presidency of the New York club. In his new position, he will transfer his headquarters to Chicago.

A complete report on the appointments of both Mr. Harn and Mr. Thomson, is given elsewhere in this issue.

* * *

New York Junior Group to Affiliate with International

The Association of Young Advertising Men of New York is to become affiliated with the International Advertising Association. A charter night program will be arranged as soon as the club is formally admitted to the International.

William Kolodin has been appointed treasurer, succeeding Edwin F. Skillman, resigned.

* * *

Hope for Bureau at Denver within Six Months

It is expected that Denver, Colo., will have a Better Business Bureau established by the time the convention of the International Advertising Association is held next June. The Advertising Club of Denver and the local Chamber of Commerce are co-operating in the work of organization.

* * *

Advertising Legionaires to Meet on Ocean Steamer

Members of the New York Advertising Men's Legion Post will meet together with their guests on board the S. S. Paris on the evening of February 24. The evening will be devoted to dancing.

* * *

Fresno Club to Have Mardi Gras

The Advertising Club of Fresno, Calif., will hold its annual Mardi Gras ball on February 21. H. Wingate Lake is general chairman of the committee in charge.

Women Form Circulation Council

The Women's Circulation Council was formed at a meeting held on January 31 at New York. There were present:

Miss L. C. McGee, circulation manager, *Life*; Mrs. M. C. Doscher, circulation manager, *Electrical World*; Miss E. C. Turner, secretary, *Travel*; Miss L. Bowen, circulation credit manager, McGraw-Hill Publishing Company, Inc.; Miss Martha Strumpf, *The Nation*; Miss Marie Ferguson, *Success*; Mrs. M. E. Buchanan, *Children, the Magazine for Parents*; Mrs. Mildred Unger, *The New Yorker*; Miss Dorothy Quest, *Asia*; Miss B. L. Hallock, agency manager of *Pictorial Review*; Mrs. J. Austin, *Scribner's Magazine*; Miss Margery Benno and Miss F. J. Gamble, both of the McGraw-Hill publications, and Miss M. Dunbar, of the International Magazine Company.

Telephone, mail, field and agency circulation promotion, credits, record-keeping, list-building and other circulation topics were discussed. Miss L. C. McGee of *Life*, New York, is chairman of the council.

* * *

Los Angeles Direct Mail Group Meets

The direct-mail advertising department of the Advertising Club of Los Angeles recently held a meeting at which G. L. Price, director of the plans and copy department of The Mayers Company, and R. F. Bourne, superintendent of mails at the Los Angeles Post Office, were the principal speakers.

Mr. Price illustrated his talk on "Planning the Campaign and Determining the Copy Appeal," with cards, which were arranged in book form, large enough to be read by the audience. Each card, or page represented a step in the campaign. Mr. Bourne told how the Post Office co-operates with direct advertisers. Part of his advice was that mail advertising matter should be mailed on Tuesdays and Wednesdays, as Thursday and Friday were taken up at the Post Office with the handling of newspapers.

* * *

W. E. Brockman Elected by Financial Advertisers

W. E. Brockman, of the Minnesota Loan & Trust Company, Minneapolis, was recently elected to the board of directors of the Financial Advertisers Association. He succeeds Miss Minnie A. Buzbee, resigned.

* * *

Women's Club of Houston to Give Dance

A masque ball will be given by the Women's Advertising Club of Houston, Texas, on February 12. Ann Buhman is general chairman of the committee in charge.

New York Club Honors Jackson; Successor Appointed

Clifton D. Jackson, who recently resigned as executive secretary of the Advertising Club of New York, was tendered a testimonial luncheon by the membership last week. G. T. Hodges, vice-president, was chairman of the meeting which, in a novel program, was given over to reviewing Mr. Jackson's association with the club.

C. K. Woodbridge, president when Mr. Jackson first undertook his duties in 1922, was called upon to explain why he employed Mr. Jackson. H. H. Charles told why this employment was continued during his administration, and Charles C. Green, present president, had to explain why he let Mr. Jackson go when his work proved so satisfactory. The reason was the greater opportunity which awaits Mr. Jackson in his new position as assistant to the general manager of John Wanamaker, New York.

Presentation was made of a silver service set as a token of appreciation from the members.

Joseph R. Bolton, previously sales manager of the Dictograph Products Corporation, succeeds Mr. Jackson as executive secretary. For four years Mr. Bolton was treasurer and business manager of the Retail Millinery Association and, for a number of years, he has been engaged in advertising and sales promotion work, and in the mail-order field.

* * *

Electrical Account for Turner-Wagner

The Roach Appleton Manufacturing Company, Chicago, manufacturer of electrical supplies, has appointed the Turner-Wagner Company, Inc., advertising agency of that city, to direct its advertising account.

H. H. Gabelman with Kingsley-Miller

Herman H. Gabelman, recently vice-president and general manager of the Bunny Supply Company, Miami, Fla., has joined the Kingsley-Miller Company, Chicago, manufacturer of Monogram radiator caps, as sales manager.

Ward Baking Net Profit Increases

The Ward Baking Corporation, Long Island City, N. Y., reports that net profit for the year ended December 26, 1926, was \$4,476,508, after charges and taxes, against \$4,203,144 in 1925 and \$4,369,739 in 1924.

R. G. Landis with Austin F. Bement Agency

R. G. Landis, who has been engaged in newspaper and advertising work, has joined the staff of Austin F. Bement, Incorporated, Detroit advertising agency.

Another Red-Letter

1926		DECEMBER				1926	
SUN	MON	TUES	WED	THURS	FRI	SAT	
			1	2	3	4	
5	6 L.T.Piver	7 Vaseline Preparations	8 Zonite	9	10 Forhan's	11 Ross Co.	
12	13 Mary T. Goldman	14	15 Vantine	16 Royal Typewriter	17 C.S. Welch	18 Kotex	
19	20 Delica Laboratories	21 Listerine	22 R.L. Watkins	23 Kleenex	24 B.E. Goodrich	25	
26	27 Cutex	28 Graf Bros.	29	30 Herbert Roystone	31 Princess Pat		

★

Received copy today from George W. Luft,
whose column in the October issue found
more than 1050 buyers of a 20c sample.

SMART SET

R. E. BERLIN, Business Manager

119 West 40th Street, New York
Chicago Adv. Office, 360 N. Michigan Ave.

Month for SMART SET.



L. T. Piver copy delivered. Advertising the 25c sample package, SMART SET leads in number of inquiries and cost per inquiry.



Order received for 39th consecutive page advertisement from Zonite—far more space than they have used in any other monthly magazine.



Of all the magazines publishing first-person stories, SMART SET was the first in which the advertising of "Vaseline" Jelly appeared.



More than triple the 1926 space in SMART SET at almost five times the cost, is the program of the R. L. Watkins Company.

Every month is another red-letter month for SMART SET. Each succeeding issue sees the further addition of well-known advertisers. More than a half-million unprejudiced readers with tangible buying inclinations produce sales at an unusually low cost for SMART SET advertisers.



Egg-Chicken Priority Dispute Still Rages!

But reading matter admittedly is the beginning of magazines. Reading matter is the magnet that draws circulation and—

Circulation is the magnet that draws advertising. In *The House Beautiful* this double magnetic force is joined for—The benefit of its readers and—the profit of its advertisers! For instance—

Steadily increasing circulation proves editorial appeal. This reader's interest is applied directly to the advertiser's advantage because—

Each advertisement in *The House Beautiful* faces or adjoins reading matter.

No buried "ads"—no bulk advertising pages—but interesting text and instructive advertising side by side on every spread from cover to cover (double page displays excepted).

Your advertisement is entitled to space alongside reading matter. Are you getting it? The "flat" type of magazine was designed to provide such position.

The current advertising rates of *The House Beautiful* not only guarantee you space alongside reading matter—a premium value—but based on 80,000 net paid (A. B. C.) rebate-backed and guaranteed, they also give you an actual circulation of 90,000.

Buy on a rising tide and secure the benefit of maximum visibility—bonus circulation and assured reader's attention.

The House Beautiful Publishing Corporation

A member of the Class Group

8 Arlington Street

Boston, Mass.



THE HOUSE BEAUTIFUL
ADVERTISING RATES
ARE BASED ON 80,000 NET
PAID (A. B. C.) YET ADVER-
TISERS GET AN ACTUAL
CIRCULATION OF 90,000.

FEBRUARY MAGAZINES

VOLUME OF ADVERTISING IN
MONTHLY MAGAZINES(Exclusive of publishers' own
advertising)

Standard Size

	Pages	Lines
Atlantic Monthly	100	22,488
Review of Reviews	99	22,130
Harper's	99	22,095
World's Work	98	22,046
Scribner's.....	74	16,705
Golden Book	61	13,802
American Mercury	41	9,212
The Forum	37	8,428
Munsey's	23	5,313
Current History	22	4,928
Street & Smith Comb...	21	4,865
Wide World	20	4,596
Everybody's	11	2,606
Bookman	9	2,164
Century	9	2,128
Blue Book	8	1,940

Flat Size

	Pages	Lines
American	110	47,322
Cosmopolitan	84	36,346
True Story	66	28,586
Red Book	64	27,827
Physical Culture	62	26,838
Photoplay	58	24,953
Better Homes & Gardens	53	23,252
True Romances.....	54	23,232
Dream World	53	22,737
True Detective Mysteries	50	21,473
Smart Set	42	18,441
American Boy	21	14,936
Boys' Life	21	14,562
Motion Picture Magazine	33	14,418
Asia	31	13,392
Secrets	30	12,899
American Legion Monthly	29	12,602
Fawcett's	28	12,440
Elks Magazine	25	11,400
Sunset	26	11,232
Picture Play	17	7,669
Film Fun	15	6,800
American Girl	14	6,271
Success Magazine	14	6,253
The Open Road	14	6,109
St. Nicholas	8	3,718

WOMEN'S MAGAZINES

	Pages	Lines
Vogue (2 issues)	168	106,663
Ladies' Home Journal ..	113	88,455
Good Housekeeping	146	62,891
Woman's Home Comp...	92	62,847
Harper's Bazar	79	53,432
Pictorial Review	75	51,217
McCall's	71	48,379
Delineator	56	38,153

*A
Scoop.
E. E. Shumaker
elected
President of
Victor
Talking Machine
Company
January 6th.
Complete story
of his career
and future
policies appears
in
February 15th
issue of
Forbes.*

Malvin Gray.

Feb. 10, 1927



YACHTING affords a rich market to the advertisers of anything in which men are interested.

YACHTING is the hobby paper of the highest type of yachtsmen it is possible to reach—men who spend millions of dollars each year for the construction and upkeep of boats ranging from great ocean-going Diesel yachts to small sail and motor craft.

YACHTING is read by these men during their leisure moments while they are in the most receptive of moods.

There is no advertising waste in **YACHTING**. Its readers are all buyers!

RATE CARD and SAMPLE COPY
UPON REQUEST

(Member of A. B. C.)



"The Quality Magazine
of the Boating Field."

25 West 43rd St., New York City

	Pages	Lines
Holland's	46	35,510
Farmer's Wife	33	22,850
Modern Priscilla	33	22,440
Woman's World	31	21,147
People's Home Journal..	27	18,638
People's Popular Monthly	22	16,596
Needlecraft	21	14,790
Household Magazine	19	14,559
Today's Housewife	12	8,392
Child Life	18	7,722
Junior Home Magazine..	9	6,191
Fashionable Dress	6	4,151
Mes. of Sacred Heart...	12	2,740

GENERAL AND CLASS

	Pages	Lines
House & Garden	139	88,355
Town & Country (2 is.).	107	72,106
House Beautiful	95	60,438
Country Life	89	60,380
Arts & Decoration	78	52,500
Vanity Fair	75	47,692
Popular Mechanics	179	40,292
Nation's Business	77	34,195
System	74	32,158
Normal Instructor	46	31,313
Popular Science Monthly	70	30,180
Garden & Home Builder	47	29,362
Radio News	61	26,934
Radio Broadcast	52	23,222
Field & Stream	53	23,023
International Studio	29	19,838
World Traveler	30	19,048
Popular Radio	42	18,089
Radio	37	16,597
Field Illustrated	23	15,526
Outdoor Recreation	35	15,243
Science & Invention	31	13,684
Business	31	13,524
Theatre	21	13,430
Outdoor Life	25	10,931
Scientific American	14	10,008
National Sportsman	18	7,761
The Rotarian	16	6,971
Association Men	15	6,513
Forest & Stream	12	5,181
Radio Age	12	5,071

CANADIAN MAGAZINES

	Pages	Lines
Can. Homes & G.s.r. (Jan.)	65	40,786
Maclean's (2 Jan. issues)	50	35,279
Can. Home Jour. (Jan.)	22	15,946
West. Home Mo. (Jan.)	21	15,167
Rod & Gun in Canada...	16	7,151

JANUARY WEEKLIES

January 1-6	Pages	Lines
Saturday Evening Post	57	39,235
Forbes (Semi-Mo.) ...	37	17,028
New Yorker	27	11,726
Liberty	15	9,688
Literary Digest	18	8,505
Life	12	5,449

THE EASTERN DISTRIBUTING CORPORATION secures Independent National Newsstand Distribution for magazines edited to sell nationally. 70,000 newsstands are covered regularly by 800 wholesalers and by 7 traveling promotion men who work with newsdealers to give front display to Eastern clients. To learn what Eastern does for publishers is to hear an interesting recital replete with economies, logic and advantages. Eastern merchandises magazines nationally. Write, so that Eastern may know your interest and tell you its complete story.

Eastern Distributing Corp.
45 West 45th Street
New York City



Bryant 1444

Feb. 10, 1927

	Pages	Lines		Pages	Lines
Time	12	5,244	Youth's Companion ..	1	1,209
Collier's	7	5,206	Argosy-All-Story	4	978
Youth's Companion	5	3,910	January 28-31	Pages	Lines
Christian Herald	5	3,758	Saturday Evening Post	92	63,561
American Weekly	1	3,589	Liberty	33	21,608
Outlook	7	3,310	New Yorker	43	18,554
Churchman	5	2,265	Literary Digest	26	12,083
The Nation	4	1,890	Collier's	12	8,274
Argosy-All-Story	5	1,288	Time	17	7,185
Judge	2	1,069	American Weekly	3	6,112
New Republic	1	435	Christian Herald	3	2,586
January 7-13	Pages	Lines	Churchman	3	1,659
Saturday Evening Post	143	97,918	Judge	3	1,600
New Yorker	48	20,827	Argosy-All-Story	1	340
Liberty	31	20,344	Totals for January	Pages	Lines
Literary Digest	35	16,373	Saturday Evening Post	484	329,151
American Weekly	7	13,777	Liberty	146	94,120
Collier's	17	11,844	New Yorker.....	195	83,820
Time	15	6,345	Literary Digest	153	69,837
Life	13	5,720	American Weekly	23	45,624
Christian Herald	6	4,684	Collier's	65	44,313
Judge	7	3,150	Forbes (Semi-Mo.)	80	36,853
The Nation	6	2,520	Time	71	30,106
Outlook	5	2,502	Life	45	19,563
Youth's Companion	3	2,351	Christian Herald	26	17,890
Argosy-All-Story	8	1,998	Outlook	26	11,248
Churchman	2	1,043	Judge	22	9,445
New Republic	1	870	The Nation	21	8,942
January 14-20	Pages	Lines	Youth's Companion	12	8,610
Saturday Evening Post	103	70,388	Churchman	17	7,479
Liberty	41	26,764	Argosy-All-Story	24	5,482
Literary Digest	44	20,232	New Republic	9	3,986
Forbes (Semi-Mo.)	43	19,825	RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS		
New Yorker	35	15,089	*	Pages	Lines
American Weekly	6	12,560	1. Vogue (2 issues)...	168	106,663
Collier's	14	9,906	2. Ladies' Home Journal	113	88,455
Time	14	6,190	3. House & Garden....	139	88,355
Life	10	4,372	4. Town & C'nty (2 is.)	107	72,106
Christian Herald	5	3,974	5. Good Housekeeping..	146	62,891
Outlook	7	3,365	6. Woman's Home Com.	92	62,847
The Nation	4	1,960	7. House Beautiful....	95	60,438
Judge	3	1,675	8. Country Life.....	89	60,380
New Republic	3	1,376	9. Harper's Bazar.....	79	53,432
Churchman	2	1,247	10. Arts & Decoration..	78	52,500
Youth's Companion	1	1,140	11. Pictorial Review....	75	51,217
Argosy-All-Story	3	878	12. McCall's.....	71	48,379
January 21-27	Pages	Lines	13. Vanity Fair.....	75	47,692
Saturday Evening Post	85	58,049	14. American.....	110	47,322
New Yorker	41	17,624	15. Can. Ho. & Gar. (Jan.)	65	40,786
Liberty	24	15,734	16. Popular Mechanics..	179	40,292
Literary Digest	27	12,644	17. Delinuator	56	38,153
American Weekly	9	9,640	18. Cosmopolitan.....	84	36,346
Collier's	13	9,083	19. Holland's.....	46	35,510
Time	12	5,142	20. Maclean's (2 Jan. is.)	50	35,279
Life	9	4,022	21. Nation's Business...	77	34,195
Christian Herald	4	2,888	22. System.....	74	32,158
The Nation	6	2,572	23. Normal Instructor...	46	31,313
Outlook	4	2,071	24. Pop. Science Monthly	70	30,180
Judge	4	1,950	25. Garden & Home Bldr.	47	29,362
New Republic	3	1,305			
Churchman	2	1,265			

Mr. Bossom is the first American to be elected a Fellow of the Royal Institute of British Architects. In the past fifteen years only ten architects have been elected to fellowship in the Royal Institute.



Alfred C. Bossom

One of the great authorities in the field of Architecture whose stimulating articles in ARTS & DECORATION are helping to create higher standards in the architectural design and construction of American country homes.

Those intending to build read ARTS & DECORATION because they are seeking authoritative help on matters pertaining to the design, construction or equipment of their prospective homes.

This help is liberally supplied both in picture and text under the guidance of the foremost authorities in America.

Arts & Decoration

45 West 45th Street, New York City

**FOUR-YEAR RECORD OF FEBRUARY
ADVERTISING
GENERAL MAGAZINES**

	1927	1926	1925	1924	Totals
	Lines	Lines	Lines	Lines	Lines
American	47,322	45,051	44,449	45,243	182,065
Cosmopolitan	†36,346	†34,864	27,984	27,535	126,729
Maclean's (2 Jan. issues)	35,279	31,299	29,324	30,430	126,332
Physical Culture	26,838	26,895	34,607	33,291	121,631
Red Book	27,827	24,572	22,174	29,734	104,307
Review of Reviews	22,130	26,633	23,821	24,726	97,310
Photoplay	24,953	22,516	22,323	24,725	94,517
World's Work	22,046	22,419	19,135	23,072	86,672
Atlantic Monthly	22,488	18,655	18,239	17,264	76,646
Harper's	22,095	18,141	13,737	15,930	69,903
Motion Picture Magazine	14,418	15,519	16,547	16,204	62,688
Scribner's	16,705	16,421	13,232	14,924	61,282
American Boy	*14,936	*14,390	*14,783	16,693	60,802
Boys' Life	14,562	15,600	12,672	10,402	53,236
Sunset	11,232	14,612	12,363	12,886	51,093
Success Magazine	6,253	7,947	13,530	13,413	41,143
Century	2,128	4,032	7,056	11,088	24,304
Munsey's	5,313	6,608	3,654	6,244	21,819
Everybody's	2,606	4,115	5,024	6,191	17,936
St. Nicholas	*3,718	3,808	3,696	4,480	15,702

*New size.

†Hearst's International combined with Cosmopolitan.

	379,195	374,097	358,350	384,475	1,496,117
		COSMOPOLITAN.			
		WOMEN'S MAGAZINES			
Vogue (2 issues)	106,663	108,445	82,796	75,944	373,848
Ladies' Home Journal	88,455	86,605	83,821	89,733	348,614
Good Housekeeping	62,891	59,966	58,726	47,822	229,405
Woman's Home Companion	62,847	66,346	52,160	47,744	229,097
Harper's Bazaar	53,432	55,552	47,411	43,447	199,842
Pictorial Review	*51,217	*42,755	*42,945	62,000	198,917
McCall's	48,379	43,119	31,672	40,113	163,283
Delineator	*38,153	24,665	31,130	28,766	122,714
Modern Priscilla	22,440	22,270	26,520	22,316	93,546
Woman's World	21,147	18,049	17,887	20,358	77,441
People's Home Journal	18,638	15,370	18,014	21,555	73,577
People's Popular Monthly	*16,596	*16,508	18,431	19,426	70,961
Needlecraft	14,790	16,150	16,235	16,065	63,240

* New size.

† Designer combined with Delineator.

	605,648	575,800	527,748	535,289	2,244,485
		CLASS MAGAZINES			
House & Garden	88,355	82,556	71,125	70,513	312,549
Town & Country (2 issues)	72,106	67,097	58,020	53,162	250,385
Country Life	260,380	165,768	†50,568	41,832	218,548
House Beautiful	\$60,438	\$52,692	\$46,163	33,265	192,558
Vanity Fair	47,692	50,321	34,487	33,563	166,063
Popular Mechanics	40,292	41,004	40,640	38,080	160,016
Arts & Decoration	52,500	29,858	23,814	22,680	138,852
System	32,158	32,604	31,240	34,592	130,594
Popular Science Monthly	30,180	30,652	35,958	33,412	130,202
Nation's Business	34,195	27,371	23,622	21,091	106,279
Field & Stream	23,023	17,303	19,405	18,590	78,321
International Studio	19,838	19,087	13,557	14,851	67,333
Science & Invention	13,684	14,368	15,284	21,192	64,528
Outdoor Recreation	15,243	12,775	12,670	14,226	54,914
Theatre	13,430	11,437	12,935	15,642	53,444
Business	13,524	11,786	13,282	12,266	50,858
Scientific American	10,008	12,878	13,725	13,912	50,523
Outdoor Life	10,931	9,507	10,646	11,080	42,164
National Sportsman	7,761	6,500	8,306	10,775	33,342
Forest & Stream	5,181	4,326	4,654	8,737	22,898

‡ Changed to four-column page. 650,919 609,890 540,101 523,461 2,324,371

	WEEKLIES (\$	January Issues)		
Saturday Evening Post	329,151	340,151	305,970	\$222,698
Literary Digest	69,837	71,750	63,170	†58,827
American Weekly	45,624	38,623	\$42,376	†54,008
Collier's	44,313	37,587	29,727	†23,202
Forbes (2 issues)	36,853	34,307	25,536	19,818
Christian Herald	17,890	21,100	19,387	†17,257
Life	†19,563	†18,711	17,108	17,664
Outlook	†11,248	†14,504	†17,827	17,248

‡ 4 issues. 574,479 576,733 521,101 430,722 2,103,035

Grand Totals 2,210,241 1,136,520 1,947,300 1,873,947 8,168,008

K N O W N M E R I T



ANNE

RITTENHOUSE

Fashions



The Little Schoolmaster's Classroom

PRINTING a map on the reverse side of a letterhead is one way to put white space to work to advertising advantage. The Schoolmaster is partial to maps, anyway. Well done, a map is not to be outdone as an eye-trap by any other device in the world. It's like flypaper—visually sticky. Give a good map a chance at a good pair of eyes and the eyes have it until the map is exhausted of information. Therein lies a map's unique merit in advertising—and its danger. It is so good at holding attention it is apt to stop the show.

Many companies print a map on the reverse side of their letterheads. When a concern is located in a remote or little-heard-of place, a map of the State, county or territory is apropos. It is also quite proper for a concern located on the outskirts of a large city to use a map. The Coates Clipper Manufacturing Company, Worcester, Mass., prints a map of Worcester on the reverse side of its letterhead, which not only shows the location of the Coates factory but the location of forty-nine other factories in associated lines. A. W. Darling, manager of the company, tells the Schoolmaster:

"The nature of part of our business is such as to require a more or less personal contact with our customers, and as many of these are not familiar with Worcester, it has seemed a simple and rather novel way of directing them to our plant.

"We have used this for several years with a fair degree of success. Very frequently, also, salesmen who come to our plant wish to be directed to some other plants, and we find it a way of saving time in directing them simply to hand out one of our letterheads. Of course, this has a certain amount of value in an advertising way."

Underneath the map are trolley-car directions for reaching the Coates plant "from the Union Station" and "from the Bancroft

Hotel." In the upper left-hand corner is a printed list of fifty concerns, numbered to correspond with numbers on the map, with the following caption over the list: "Map showing locations of industries prominent in the metal trades." The route to the Coates plant from the downtown section of Worcester is indicated by a heavy black line. The company name is printed close to the factory location in bold type.

* * *

Many a direct-mail campaign defeats itself by a desire to eliminate objections before they have been made. That, and too much efficiency and zeal.

A Class member sends the Schoolmaster a mailing card he has just received. It was sent to him, he writes, as an enclosure with a mail solicitation. It is a Government one-cent postal card, self-addressed. The reverse side bears the familiar caption, "Please check and mail this postcard," followed by a condensed questionnaire consisting of twelve items of information for the prospect to check. At the bottom of the card is the prospect's name, title, company, street address and city, all neatly typed in. It is one of those labor-saving devices designed to benefit the busy prospect. All he has to do is check the little squares and toss the card in the mail-box.

This card, in the opinion of the Class member, embodies two serious errors, one by including in the condensed questionnaire an item which is designed to permit the prospect to indicate which of three well-known makes of competitive machines he uses, and the other by including an item reading, "Take name off your mailing list. Not interested." The last, he believes, is a suggestion to the prospect how he can terminate relations pleasantly and easily.

"The first mistake," he writes, "is the actual mention of competitors' machines. Probably I should have known that such a machine

OUTLOOKS



UNION SQUARE is still swept by strong west winds, the fountain is dry and the model garden deserted, but the benches are filling up with park philosophers who feel in their bones that Spring is on the way.

Up in the fourteenth floor of the Guardian Life Building we are actively developing plans for our group of clients. A list of the firms whom we have the honor of serving will be sent to any advertiser or prospective advertiser who may be interested.



CHURCHILL-HALL
INCORPORATED
H.B. LE QUATTE, President

50 UNION SQUARE
NEW YORK

MEMBER OF AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

Feb. 10, 1927

To The Advertising Managers of **JUVENILE PUBLICATIONS**

An established firm of Publishers' representatives offers you a valuable service.

For the past eight years this firm has specialized in the sale of space in juvenile media.

The Company and its personnel are well known among all the largest buyers of such space throughout the country. Relations and contacts with advertising managers and agencies are most cordial.

This firm has had its greatest success as exclusive representatives, taking full charge of advertising sales on a national scale. To accomplish this, adequate representation is maintained in other cities. Headquarters are in New York City. Local or Eastern representation alone can be provided if that is preferred; or arrangements can be made to take care of your present representatives in this organization.

Here is a personnel that knows how to sell the youth of America—an ability already proven to the entire satisfaction of other publishers.

If you are interested in inquiring further into the record of this firm. Address "A," Box 259, Printers Ink.

Wanted A SALESMAN

A responsible advertising organization serving banks and investment houses exclusively requires an experienced contract negotiator accustomed to earning around \$10,000. This is a permanent assignment in a fully established territory with high percentage of renewals. Extensive traveling.

Please give age, nationality, and experience and other important details in first letter.

Address "D," Box 112, PRINTERS' INK

as the Blank was in existence, but I have never happened to run across it. Now I am quite interested to enlarge my education by having a representative call, not only to see if we might wish to use this machine in the future, but also to see where some of our clients might make use of it.

"Last year I bought a letter-sealing machine. Naturally I shopped around to some extent, but one machine in particular seemed to stand out far beyond any others. The salesman representing that machine had a clever talk, and in order to hear his most forceful sales arguments I brought out every objection I could think of, finally ending with the time-honored standby, 'I want to think it over.' The salesman thereupon said, 'I suppose you wish to look into the merits of the A, B and C machines, but I can assure you that you will find our machine, the D, much better suited to your work than any of the others.'

"So far as the A and B machines were concerned, I agreed with him because I had looked them over, but the C machine was an intriguing possibility. Later in the day I requested a C machine salesman to call, and we now have a C machine in the office. Probably if the over-emphatic D machine salesman had never mentioned the C machine, I would have bought the D and used it joyfully."

"Frequently in our own work prospects will ask, 'What do you think of the Razz & Matazz Company?' It has always seemed to me that while we admit it is fatal to knock other companies in a similar line of business, it also is highly undesirable to give them weight in our own sales talks by expressing an opinion. A favorite answer is, 'Of course there are

Photostats !!!

of any subject -
By Photographers

Fast Messenger Service

PACH BROS.



28 West 44th Street, New York, N. Y.



The Meeting Place

*An Advertisement of
the American Telephone and Telegraph Company*



It is not so long ago since people met in town hall, store or at the village post-office, to talk over matters of importance to the community. Then came the telephone to enable men to discuss matters with one another without leaving their homes.

With the growing use of the telephone, new difficulties arose and improvements had to be sought. Many of the improvements concerned the physical telephone plant. Many of them had to do with the means of using the apparatus to speed the connection and enable people to talk more easily.

This need for improvement is continuous and, more than ever, is a problem today. Speed

and accuracy in completing seventy million calls daily depends upon the efficiency of Bell System employees and equipment as well as upon the co-operation of persons calling and those called and numerous private operators.

It is not enough that the average connection is made in a fraction of a minute or that the number of errors has been reduced to a very small percentage. The American Telephone and Telegraph Company and its associated Bell Telephone Laboratories have practically for their sole task the making of the telephone more serviceable and more satisfactory—as a means of conversing with anyone, anywhere, any time.

SALES PROMOTION SALES SERVICE ADVERTISING

- How many Sales Directors have longed for a dependable assistant to handle these fundamentals of the Sales Program.
- Here is a man whose training, theoretical and practical, has fitted him for this position.
- University and Graduate School training.
- Now Advertising and Sales Promotion Manager, supervising salesmen and in charge of Sales Service.
- A young man, but a man of poise, accustomed to authority and responsibility, and capable of producing definite results.
- Married and at present earning in excess of \$5,000 yearly.
- Not a drifter; his reasons for seeking a new connection will bear the closest scrutiny.
- He would appreciate the opportunity of discussing with any interested Sales Executives his value to their organization.

Address "B," Box 110, Printers' Ink

Representative For Manufacturer

A man who is capable of negotiating important transactions with the officials of large manufacturers; one accustomed to selling an intangible idea ultimately resulting in large volume of merchandise. The man we want is most likely at the present time employed by one of the large general publications. He must have earned a substantial income. State age, nationality, religious affiliations and salary desired. Address "F," P. O. Box 561, Newark, N. J.

We Want A Good COPYWRITER

A seasoned agency man who can make common sense sound attractive. Not so old that he can't learn, nor so young that he knows everything. There is plenty of good hard work and not always regular hours—but the opportunity and compensation will be commensurate. If you are not a prima donna, let's have your story. Address "J," Box 114, care of Printers' Ink.

a great many good companies doing this kind of work, but our company is equipped, etc. In this way, instead of bringing several others into comparison in the prospect's mind, he has only to consider a number of vague possibilities as compared with one company whose representative is before him."

* * *

The Prefect of Constantinople would be rather a useful gentleman in censoring advertising in this country—if he could have the same powers here that he has there.

This thought came to the Schoolmaster the other day as he read in the newspapers an Associated Press dispatch from Constantinople quoting the Prefect as ordering that "advertisements or any other form of public announcement henceforth must contain no mistakes in spelling or grammar." Hereafter, any individual or corporation responsible for lapses from good advertising practice will be heavily fined.

Good for the Prefect!

This interesting Turkish official, according to the Associated Press story, seems also to be an enemy of "fine writings," so-called. Anyway, he has ordered shopkeepers to simplify their shop signs, which have been notoriously lengthy and elaborate.

An example of his policy in this respect is shown by what one Hadji Hussein had to do. Mr. Hussein, it would appear, sells candy, but this is the way he identifies himself on his store sign:

Hadji Hussein, The Bearded One, Native of Denizli, Seller of Sweets Sweeter Than the Fruits of Paradise, Sweeter Than the Lips of Circassian Slaves.

Under the new dispensation, he will have to flatten his sign to a



Free

Mailing Lists

Will help you increase sales

Send for FREE catalog giving counts and prices on classified mailing lists for prospective customers — National, State and Local — Individuals, Freedoms, Business Concerns.

99% GUARANTEED by refund of **5¢ each**

ROSS-Gould Co. 244 N. 10th St. St Louis

SALES INSTRUCTOR *wanted*

NATIONALLY known manufacturer of gas appliances with fine line and an excellent reputation throughout the industry seeks a man to organize and head a school of sales instruction and training.

He should have held the position of sales supervisor or sales school instructor in some specialty selling-organization selling direct to the consumer—one which has done an outstanding job in re-sale or house-to-house selling. His experience in re-sale should have covered a period of several years.

The personal requirements are:

1. Age between 30 and 45 years.
2. Tact and judgment to deal with mature men, many of whom will have had previous sales experience.
3. A leader who can get cooperation from men without undue firmness.
4. Ability to impart what he knows to others.
5. Temperament; sober and industrious.

The product with which he will have to deal is a gas appliance of recognized specialty appeal, one of the outstanding appliances in the field, with unique advantages to offer the housewife. It has been on the market for some time and is accepted and sold by the leading gas companies of America. It has possibilities which will give the right man his chance to make a record and a name for himself. The manufacturer is a leader, having been in business for more than 40 years.

The remuneration: a salary of \$5,000 and an annual bonus based on performance.

Write fully giving qualifications

"C," Box 111, Printers' Ink

Art Director

Creator and Visualizer with a flair for window display advertising, booklets, folders, etc. The position is with a well-known New York Lithographic house.

The salary will keep step with the man.

Address "K," Box 115.

ABILITY AS ART BUYER

with complete knowledge of sources and mediums make me desirable to some agency which is willing to exchange a *creative opportunity* for my experience along Art and Production lines. Past connections cover 4A Agencies, and high-class Art Service. Possibilities of position absolutely first consideration. Young, married, personable, willing.

Address "T," Box 255, Printers' Ink

Family-to-Family Distributors of

Advertising Literature and Samples
in Greater New York

CHAMPION DISTRIBUTORS
381 Jackson Ave., Long Island City, N.Y.

mere "Hadji Hussein's Candy Shop."

The Schoolmaster has seen quite a number of eloquent advertisements recently which show that ambitious and energetic copy writers, boiling over at about 100 degrees instead of the customary 212, are simply soaring through the starry spaces in their effort to translate to buyers their own overwhelming enthusiasm for their merchandise. If they would only get their feet on the ground, briefly describe what they have to sell, tell how much they want for it and perhaps give a picture of it — also quit when they are through — their copy would be much more successful.

This kind of copy writing, though, seems rather hard to do. Would a few stiff fines help?

Joins Woolf-Gurwit Agency

Sidney Spector, formerly with the advertising departments of the Boston Store and Mandel Brothers, both of Chicago, has joined the staff of the Woolf-Gurwit Advertising Agency, Chicago, as production manager.

Empire Bond & Mortgage Advances C. H. Gifford

C. H. Gifford, sales manager of the Empire Bond & Mortgage Corporation, New York, has been elected vice-president, in charge of sales and advertising.

Multigraph Ribbons Re-inked

OUR  *Super-Fine*

Send 3 ribbons
to be re-inked
at your expense

process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-Inking you can buy.

W. Scott Ingram, Inc.
57 Murray St., New York City

HALFTONES - Wood Engraving - Color Plates - Line Cuts - Off-Set Printing Plates - Electrotyping of Every Description - Commercial Photography - General Art Work - Retouching - No Job Too Difficult None Too Small

Day and Night Service. Call, write or phone. We go anywhere for business.
AMMACK, Inc. 433 Broome St., New York City Canal 2878

"GIBBONS knows CANADA"

TORONTO

J. J. Gibbons Limited, Advertising Agents
MONTREAL

WINNIPEG

Classified Advertisements

Rate, 65c a line for each insertion. Minimum order, \$3.25
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Printers' and Bookbinders' Equipment machinery, type, supplies, Kelly presses—cut-cost material. Send for revised preused machine sheet. Conner Fendler Branch, A.T.F. Co., New York City.

Western Representative Wanted by a new live (quality) woman's magazine published in New York. Box 380, Printers' Ink.

Two Successful magazine representatives with fifteen years' experience in the field and offices in New York and Chicago can handle another publication. Your confidential inquiry invited. Box 344, Printers' Ink.

Jingles 10 years' experience in commercial rhymes and layouts—folders and booklets. Write for free initial verses, enclosing advertising literature and your own plan, to Box 371, Printers' Ink.

SALES MANAGER

Man who can sell and manage sales of syndicate advertising can obtain substantial interest for moderate investment. Give experience in detail. Address Box 358, Printers' Ink.

Publisher's Representative Located in Cleveland, to cover State of Ohio for group of three business papers, each the leader in its field. This territory already partially developed, and can be made to yield a good income rapidly. Papers enjoy enviable reputation, thus making it a simple matter of intensive development. Applicants for this territory must be prepared to do this intensive development on commission basis. For interview, communicate with Mr. L. V. Storr, Hotel Cleveland, Cleveland, during week of February 14th.

WE WANT MEN

to represent a well-known Eastern trade paper in the Metropolitan district, one in Chicago to cover the West. This publication carries no business out of these sections, but a wonderful opportunity awaits the right men. Commission only, and no draw—. We will offer a partnership to the right men after you have proven that you can deliver. Tell all first letter. Address Box 366, Printers' Ink.

HELP WANTED

Large Cereal Manufacturer desires to employ Advertising Manager experienced in advertising and merchandising of Cereals. Address Box 339, Printers' Ink.

SYNDICATE ADVERTISING SALESMEN

Attractive services for retailers offer capable men excellent profits. Straight commission. Box 359, Printers' Ink.

Wanted, by engineering journal, young man experienced in technical editorial work. Must know preparation of copy for printer and magazine make-up. Address Heating and Ventilating Magazine, 1123 Broadway, New York.

ADVERTISING: Young man as assistant to advertising manager metropolitan newspaper, must be competent to handle all advertising detail, correspondence, budgets, etc. State education, experience, reference and salary desired. Box 352, P.I.

ADVERTISING SALESMEN 45% \$46.80 for you on each sale, selling very fine newspaper cut services to druggists and grocers. State territory preferred and experience. Address Retailers' Syndicate, Human Interest Advertising, Claremont, California.

SALESMAN WANTED

with established clientele, who can sell unusually attractive high-grade printed Sales Helps. Liberal commission and drawing account to party who can qualify. Write fully, 345, Printers' Ink.

Technical Advertising Writer—Young man wanted for position in advertising department who can originate and prepare attractive literature and circular matter on mechanical products. Should have engineering education or training and some advertising experience. Location, eastern Pennsylvania, and opportunity, good. Give full details in reply, stating experience, age, and salary expected. Address Box 377, Printers' Ink.

DIRECT MAIL EDITOR

For a young man not over 30 and unmarried there is a fine opening with a New York publishing firm. This firm is looking for a man with direct-mail selling experience to edit a magazine and to analyze direct-mail problems. He should be good at planning and writing copy, able to make rough visualizations and ready to accept responsibility with minimum supervision. He will start at a moderate salary, but will be given plenty of opportunity to develop himself and his earning power. Give full details of yourself and your experience, including present salary. All members of our company have seen this advertisement.

PRINTERS' INK, Box 342

Sales Manager Wanted

by manufacturer in vicinity of Philadelphia for division allied to paint line. This division has never been developed, but offers excellent opportunity for young man of ability and foresight who is willing to start from scratch. Successful man will later have opportunity to secure interest in business. Please give complete particulars in reply. Box 368, Printers' Ink.

MISCELLANEOUS

"FITS OUR NEEDS EXACTLY" wrote Clinton (Iowa) Herald in ordering a dozen copies "How Divide the Word," handy booklet of 8,500 most commonly used words showing correct division into syllables. Fourth edition; 104 pages; cloth-bound; \$1 postpaid, special prices in dozen lots. A. A. Mayerstein, 515 Ferry, Lafayette, Ind.

Join My Club of 200

in the systematic study of Advertising, Selling and Business Writing for the next twenty months.

I have combined several high-grade business courses in one broad treatment that aids the subscriber in qualifying for planning, preparing and managing both sales and advertising activities. The usual drudgery of correspondence courses has been reduced. The reading is of the live sort. Textbooks of college standard used. Loose-leaf Supplementary Helps. Tests are on major topics.

The coaching reflects the varied practice of the modern advertising agent and my experience of more than twenty-five years in sales-planning, advertising, writing and teaching. My present group of keen men and women are doing fine work. I can help others.

S. ROLAND HALL

Box 615, Easton, Pennsylvania

POSITIONS WANTED

Advertising Assistant—Young man, 29, married, university graduate. Employed handling production, layout and copy. Seeks opportunity, salary secondary. Box 353, Printers' Ink.

ARTIST

Experienced in Agencies and Lithograph houses. Versatile. Works in all mediums and subject matter. Rate \$2 per hour. Age 37. Married. Box 348, P. I.

Young man, 24, is willing to work at moderate salary in exchange for diversified experience. Two years in advertising department of manufacturer. College graduate. Box 362, Printers' Ink.

DIRECT MAIL MAN

wants to organize and manage a mail sales department for some progressive manufacturer. Or will take charge of existing department. Box 354, P. I.

PART TIME SERVICE

Experienced advertising man available for every type of business writing, on part time basis. Box 357, P. I.

SALESMAN—Advertising; six years with one publisher. Will consider connection with publisher or manufacturer. Age 30. Married. Available March 1st. Excellent references. Box 343 P. I.

ADVERTISING MANAGER—33 available after 30 days. 8 years' advertising and selling experience with high priced industrial equipment. Now employed and has successful record. Box 361, P. I.

FREE-LANCE ARTIST

Capable, broad experience in commercial art wishes 1 or 2 more accounts. Sketches or finished drawings in all media. Box 374, Printers' Ink.

House Organ Editor

experienced on dealer, employee, and sales department publications. Full or part time. Box 363, Printers' Ink.

HIGH CLASS TYPOGRAPHER

who is master in his craft; not an artist, but translates his ideas into type with known artistic effect; excellent layouts. Box 370, Printers' Ink.

ADVERTISING MANAGER

38, desires bigger opportunities. Has produced noteworthy results. Fifteen years' experience in agency and technical field. Married. Christian. Box 369, P. I.

EDITOR—Trade and financial publications, New York, nine years; some experience layouts, ad copy writing art work; feature and editorial writer, executive on daily; newspaper background. Box 351, Printers' Ink.

Seven years of advertising: 3 years assistant advertising manager national advertiser. 2 years agency layout and copy. 2 years editor large house organ. Future above salary. Available soon. Address Box 355, Printers' Ink.

Young Man—experienced in publication and direct advertising—seeks connection, merchant or printers. Knows production. Competent sales assistant. Good education, thorough, can think for himself; references. Box 365, Printers' Ink.

Photo-Engraving Salesman

Young man, controlling agency work, would like to connect with a high-class engraving house who can give service and quality. Box 341 Printers' Ink.

UNUSUAL SALES PLANS

Manufacturers of commodities distributed through retailers at prices ranging from \$50 upwards should designate someone to talk with us about interesting, effective plans for increasing sales. Box 372, Printers' Ink.

ADVERTISING MANAGER

Young Lady

15 years' experience, wishes connection with good weekly or monthly publication. Salary, \$4000.00 yearly. Box 376, Printers' Ink.

WANTED PART TIME WORK on Copy and Layouts for advertisements, catalogs, folders, etc., by young man seven years' experience handling national accounts. Box 356, Printers' Ink.

Advertising Correspondent, man, twenty-seven, capable advertising correspondent, five years' advertising experience. Understand agency accounts as well. Outdoor poster medium. Would travel as representative if desired. Box 378, P. I.

Production Manager with leading manufacturer desires similar position prominent concern offering advancement. Production, sales promotion, direct mail, circulation manager national magazine. Two changes eight years. Box 349, P. I.

Advertising Salesman—Executive—trade, business, newspaper and agency experience, now with national business publication, seeks better connection. Clean, successful record, as salesman or executive. Box 364, Printers' Ink.

A BEGINNER—with sales and copy writing ability seeks position with agency. Six years' experience servicing accounts for small newspaper and printing plant. Earnest, conscientious worker, possessing talent and personality. Am 29, married, college grad., employed. Box 346, P. I.

Conducting a one-man agency is too great a strain, so my college training and diversified practical experience are available to some advertising department or agency. I know what to say and how to say it, brilliantly, interestingly, memorably, with words, layout and type. 29 years old. New York only. Address Box 381, Printers' Ink.

Some Agency Can Use This Man

12 years' experience in advertising typography (newspaper, magazine, direct-mail). Work included layouts and type specifying. Knows how to order printing and engraving. Age 28. Salary secondary to opportunity. Box 360, Printers' Ink.

COPYWRITER

and Idea Man. Original, versatile, productive copy. 8 years' experience. National accounts, mail order, institutional, technical, direct-mail. At present with large agency. Formerly trade paper editor, agency production manager. Astute buyer art work, engravings, etc. New York preferred, but willing to go anywhere if proposition is attractive enough. Box 382, P. I.

ADVERTISING ASSISTANT

My eight years' experience with agency, printer and national advertiser, backed up by a college education, courses in advertising, has fitted me for a position as assistant to a busy executive who wants to be relieved of the details connected with advertising. Buying of engravings, electros, lithography, paper and printing. Knows the theory of copy writing and layouts. Capable of handling advertising department routine. Age 27. Salary, \$50.00 per week. Box 375, P. I.

Advertising Assistant—agency detail, copywriting and visualizing experience; trade paper promotional work; correspondence and selling experience; a N. Y. University advertising student, 24, whose originality is proved with proofs. Box 367, Printers' Ink.

Advertising Man—14 years' experience. Writes good selling copy and can make effective layouts. Familiar with compiling budgets, selecting media and planning campaigns. Rated A1 in production work; now handling production volume of \$175,000 annually in window displays, art work, engraving, etc. Pleasing personality. Can direct others effectively. Salary \$5,200. Box 379, Printers' Ink.

Experienced advertising and merchandising man available. Will arrive in New York from Latin America first part of February. University graduate, chemist, several years' experience in manufacturing and marketing in foreign countries. Good copy writer and contact man. Handle Spanish fluently. Married. Have been in business for myself. Good business background and executive ability. An interview may show that I am the man you want. Box 340, P. I.

Copy Writer and Sales Promotion Man. Two years with an advertising agency, three years in large manufacturer's sales promotion department. Unusual copy writing ability. Complete practical knowledge of sales promotion methods and retail merchandising. Has written a great many trade paper publicity articles. Age 23, single. Wants a job with agency or manufacturer anywhere where future depends on himself. Salary—whatever he seems to be worth. Excellent record and references. Box 350, Printers' Ink.

Advertising Manager with 18 years' practical training in merchandising and preparing newspaper copy and layouts, letters, booklets and other direct-mail pieces for retail stores wants connection with agency, manufacturer or a big retail organization. Age 38; married. For the last three years have been preparing all newspaper copy and direct-mail literature for four instalment furniture stores in three Michigan cities. My services are available NOW. Salary \$7,500. Will come on 30-day trial. Address me direct for quick action, or wire where I can see you. Albert Steeves, 829 W. Washtenaw St., Lansing, Mich.

ADVERTISING AND SALES PRO-MOTION EXECUTIVE AVAIL-ABLE MARCH FIRST

Seven years as advertising manager large national advertiser. Two years in charge of sales for New York machinery manufacturer. One year personal selling experience on the road.

Protestant; 36 years old; married. New York or vicinity preferred. Address Box 373, Printers' Ink.

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Show Them Exactly

Lighted pictures of the right kind will give your sales force an exact pattern for every move in correct demonstration. Expert service will show every man who handles your product exactly how you want the thing done.

For this purpose, we offer the services of a highly skilled staff, thoroughly trained by ten years of experience in preparing special picture material for sales promotion and educational work.

Every picture we have ever produced has helped accomplish the buyer's purpose.

Jam Handy Picture Service

Newspapers' Film Corp'n.

217 West Illinois Street, Chicago

Still and Motion Pictures—Animated Drawings—Screens—Slides

New York, 51 East 42nd Street—Dayton, 887 Reibold Bldg.—
Los Angeles, 1956 South Vermont Ave.—Regional Sales and
Service at Principal Points Throughout the United States

Feb. 10, 1927

In the heart of America the big parade of progress is only beginning

1926 supplied the following
proofs of Zone 7 prosperity:

WAGES . . .	salaries, bonuses and commissions paid, conservatively estimated as . . .	\$3,000,000,000
DIVIDENDS . . .	paid to stockholders . . .	750,000,000
CROPS . . .	corn, wheat, oats and other farm products . . .	1,500,000,000
MANUFACTURED PRODUCTS . . .		25,000,000,000
AUTOMOBILES . . .	Zone 7 spent on cars . . .	750,000,000
BUILDING CONSTRUCTION . . .		1,500,000,000
BANKS . . .	Bank clearings for Chicago alone . . .	35,068,000,000
PROFITS . . .	to corporations in Illinois, Indiana, Iowa, Michigan and Wisconsin . . .	2,000,000,000

The Chicago Territory's net income for 1926 was EIGHT BILLION dollars.
Here prosperity is at home.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

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